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DATE: Friday, January 04, 2008

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<i>DB=USPT; THES=DTIC; PLUR=YES; OP=OR</i>			
<input type="checkbox"/>	L4	L2 and network	8
<input type="checkbox"/>	L3	L1 and network near5 (route or routing or path\$)	1
<input type="checkbox"/>	L2	L1 and (business near5 management)	9
<input type="checkbox"/>	L1	((idea adj management or suggestion) or (idea near5 management)) near6 (employee\$ or worker\$ or staff\$1)	68

END OF SEARCH HISTORY

Set	Items	Description
S1	162	IDEA() MANAGEMENT(5N) (PRODUCT OR PRODUCTS OR SERVICE OR SERVICES)
S2	41	S1 AND (SERVICE ADJ PROVIDER? OR PROVIDER?)
S3	16	RD S2 (unique items)
? show file		
File	2:INSPEC	1898-2007/Dec W2 (c) 2007 Institution of Electrical Engineers
File	9:Business & Industry(R)	Jul/1994-2007/Dec 20 (c) 2007 The Gale Group
File	14:Mechanical and Transport Engineer Abstract	1966-2007/Nov (c) 2007 CSA.
File	15:ABI/Inform(R)	1971-2008/Jan 03 (c) 2008 ProQuest Info&Learning
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File	476:Financial Times Fulltext	1982-2008/Jan 03 (c) 2008 Financial Times Ltd
File	583:Gale Group Globalbase(TM)	1986-2002/Dec 13 (c) 2002 The Gale Group
File	610:Business Wire	1999-2008/Jan 04 (c) 2008 Business Wire.
File	613:PR Newswire	1999-2008/Jan 04 (c) 2008 PR Newswire Association Inc
File	621:Gale Group New Prod.Annou.(R)	1985-2008/Dec 21 (c) 2008 The Gale Group
File	624:McGraw-Hill Publications	1985-2008/Jan 04 (c) 2008 McGraw-Hill Co. Inc
File	634:San Jose Mercury	Jun 1985-2008/Jan 03 (c) 2008 San Jose Mercury News
File	636:Gale Group Newsletter DB(TM)	1987-2008/Dec 28 (c) 2008 The Gale Group
File	810:Business Wire	1986-1999/Feb 28 (c) 1999 Business Wire
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3/9/1 (Item 1 from file: 15)
DIALOG(R)File 15:ABI/Inform(R)
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A timely notion worth considering
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CLASSIFICATION CODES: 9190 (CN=United States); 5220 (CN=Information technology management)
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ABSTRACT: Most companies do a poor job of nurturing ideas because they are unwilling to commit to the maintenance and promotion of a successful idea-management process. Enter idea management, the technology-enabled answer to the idea vacuum. Considered alternately as a subset of knowledge management, a potential driver of innovation, and a matter of corporate culture, idea management is a notion that is gaining steam among a segment of US businesses that are viewed as either cutting edge or out of touch, depending on one's perspective.

TEXT: Idea management may help validate knowledge management

Knowledge Still Matters

Not long ago, companies used the suggestion box to collect ideas from employees and, in some cases, customers. Often, after it filled up with little slips of paper, the box would be emptied and no one would see the suggestions. Rare was the company that actually followed through on the best of those ideas.

Eventually, suggestion boxes devolved into a subject of derision-a symbol of corporate detachment-and few companies use them now. But the flow of ideas in the workplace hasn't stopped. Ideas continue to be batted around boardrooms, exchanged at water coolers, and created during long commutes, often only to fall through the cracks and remain unrealized.

Most companies do a poor job of nurturing ideas because they're unwilling to commit to the maintenance and promotion of a successful idea-management process, says Marsha McArthur, innovation manager for the U.S. medicines group at \$21 billion drugmaker Bristol-Myers Squibb Co. That's because "everyone has the attention span of a gnat," McArthur says.

Enter idea management, the technology-enabled answer to the idea vacuum. Considered alternately as a subset of knowledge management, a potential driver of innovation, and a matter of corporate culture, idea management is a notion that's gaining steam among a segment of US. businesses that are viewed as either cutting edge or out of touch, depending on one's perspective.

Confronted with those options, McArthur would certainly place BristolMyers in the cutting-edge category. The New York drugmaker in October put the finishing touches on what it's calling its "idea bank," from which employees can deposit, withdraw, and transfer ideas.

Bristol-Myers built the idea bank using Idea Central from Imaginatik Ltd., perhaps the longest-standing idea-management vendor in the market. Bristol-Myers' idea bank is focused squarely on developing ideas that generate revenue rather than cut costs. As the idea bank's technology core, Idea Central provides an easy-to-use interface to an intranet application that captures and organizes ideas, as well as a structured process for reviewing ideas.

Initially, McArthur wants to develop services that can be wrapped around Bristol-Myers' products. Although McArthur says it's too soon for BristolMyers to quantify the benefits of its undisclosed investment in idea management, she expects Idea Central to pay for itself in the next few months and to generate a long-term return on investment in the hundreds, if not thousands, of percentage points. That is, if the company's leadership continues its commitment to developing the process. "If management ever tries to take it away, I hope there will be a revolution," she says.

Masterfoods USA pulled the plug on its idea-management system, but moving to a more ad hoc approach hasn't hurt the flow of ideas, says Dan Michael, the company's former idea manager, who now serves as product development group manager.

Truth be known, Michael was the company's idea-management system. Oh, there was technology at play-- employees submitted ideas as electronic forms that were entered into a Lotus Notes database and routed to the appropriate marketing executive. The system eventually captured 500 ideas, some of which Michael recalls going to market.

But Michael was promoted during a reorganization, the system lost steam, and idea management ceased to be a formal process. Even in the absence of that process, however, Masterfoods now has better idea flow, and it continues to use technology to feed that flow, Michael says. For instance, an internal opt-in database that helps employees find others in the company working on similar projects is proving to be an agent of collaboration, from which ideas often spring.

Michael acknowledges that for ideastarved companies, idea-management applications could potentially empower employees by giving them a voice in the innovation process. But idea-rich companies may not need the technological support. "Ideally, you want to be organized in a way such that you don't rely on that as your sole source of ideas," Michael says. "We come up with more ideas than we execute. The key is picking the best one and focusing on it."

Precisely where the sweet spot of idea management is remains a matter of debate. Bristol-Myers and Masterfoods have used it as a way to mine employees' ideas, and Imaginatik CEO Mark Turrell says one of his customers, a chemical company he didn't identify, credits its idea-management application with helping turn a suggestion from a truck driver into a \$45 million revenue stream.

Meanwhile, other companies are using idea management in a variety of ways. Cingular Wireless is using technology from Akiva, an idea-management vendor formed by a merger of ChatSpace and MindCruiser in February. Akiva lets Cingular employees capture and route ideas that are bandied about during monthly online chat sessions between workers and CEO Stephen Carter. Cisco Systems is using Akiva's software to support an idea-sharing community of 1,200 instructors who have succeeded in making improvements to Cisco's suggested best practices for training customers.

EarthLink Inc. is using a host of call-center applications from Israeli vendor Nice Systems Ltd. to identify ideas and suggestions stored in the millions of calls, E-mails, and chat interactions it has with customers each month. The Internet service ***provider*** is testing a new application from Nice that searches through calls and identifies ideas based on key phrases like "I think you should or "Why don't you ...?"

EarthLink also plans to test Nice's pending idea-management application, which will let call-center representatives use a simple interface to trigger a process that will capture ideas during live calls and route them to the appropriate people to be evaluated, says Jennifer Goodman, senior manager of infrastructure architecture at EarthLink.

Nice, which has traditionally specialized in the logging of voice records collected at call centers, decided to add idea management to its product line after asking a sampling of businesses what they do with customer ideas and suggestions offered during calls. Nice general manager Lior Arussy says he was astounded by the results: "Across the board, the answer was 'Nothing.'"

Goodman says she's not convinced Nice's idea-management application will magically transform EarthLink's call centers into idea factories, but "it will help us make the right decisions" about which ideas to develop.

While there's some consensus about idea management and its growth potential, Imaginatik worked with advisory firm Baroudi Group to quantify the idea-management market. The resulting research found that worldwide spending on idea-management software and services was less than \$3 million in 2001. It also indicated that figure could grow to as much as \$14 million this year. Imaginatik's Turrell expects his privately held company's revenue to grow by 300% this year.

Analysts expect a growing number of companies to wrap processes around idea development, but they don't necessarily expect idea management to mature as an independent ***product*** category. Daniel Rasmus, VP and research leader at Giga Information Group, describes idea management as an adjunct to other technologies, most notably knowledge management. In fact, he says, idea management is providing some companies with their first real understanding of knowledge management.

"Organizations have picked up on one of the key themes," Rasmus says. "If you manage your knowledge well, you end up with better innovation."

Idea management ultimately may provide the knowledge-management industry with the validation it's been seeking, says Jonathan Spira, an analyst with research firm Basex. "People have been waiting for five or six years for a reason to latch onto knowledge management," he says. "Idea management could rescue knowledge management from oblivion."

Discuss idea management at our online forum: informationweek.com/discuss

Idea-Management Application Options

* Akiva's WebBoard, ChatSpace, and MindCruiser

* Axiom Business Concepts' Idea Reservoir
* General Ideas' SaveNet

* Imaginatik's Idea Central

* Nice Systems' NiceUniverse

-TONY KONTZER (tkontzer@cmp.com)

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13581384 Supplier Number: 154013981 (THIS IS THE FULLTEXT)
Special Research Report on Innovation & Idea Management to be Released in
Mid-December.

Business Wire, pNA
Oct 18, 2006

Language: English Record Type: Fulltext
Document Type: Newswire; Trade
Word Count: 305

TEXT:

PRINCETON, N.J. -- IncreMental Advantage announced today that it will release its comprehensive research report on "Innovation & Idea Management" in mid-December.

This report will be read by senior managers, business development professionals, corporate strategists, research and development directors, and finance professionals employed by companies that have over 1,000 employees. These companies will operate primarily in the manufacturing, retail, hi-tech, financial services, health care, and business services industries.

This report will feature interviews with many of the nation's foremost authorities on Innovation & Idea Management. Topics include:

- * Idea capture
- * Incentives
- * Rewards and recognition
- * Benchmarking and measuring performance
- * Communication
- * Encouraging participation
- * Workflow process design
- * Senior management encouragement
- * User profile management
- * Time-to-market
- * Evaluation of the product portfolio
- * Scaling idea management
- * Managing big egos
- * Sheparding ideas through the validation / approval process
- * Architecting workspace for optimum idea sharing
- * Trading off training for forced collaboration

David Wanetick, Managing Director of IncreMental Advantage said, "We are delighted to prepare the only research report that will give innovation and idea solutions providers the opportunity to discuss how their services and technologies can help companies generate and manage the ideas flowing throughout their organizations. This report will be an invaluable guide to companies seeking to capture the ingenuity of a broader cross-section of their workforces."

About IncreMental Advantage: IncreMental Advantage is a think tank that publishes breaking research developments on issues ranging from advertising to water utilities. Our research is highly regarded among institutional investors and senior executives from all over the world. The world's largest companies sponsor and send their senior executives to our conferences. Our research and events are dedicated to helping senior executives and institutional investors achieve "IncreMental Advantages" in their fields of expertise. Visit IncreMental Advantage online at

<http://www.incrementaladvantage.com>.

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EVENT NAMES: *200 (Management dynamics)

INDUSTRY NAMES: BUSN (Business); BUS (Business, general)

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DIALOG(R)File 16:Gale Group PROMT(R)
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13461132 Supplier Number: 151312202 (THIS IS THE FULLTEXT)

OVO Announces Introductory Hosted Pricing for Innovation Software; Industry Leading Innovation Software Available as a Hosted Service.

Business Wire, pNA

Sept 13, 2006

Language: English Record Type: Fulltext

Document Type: Newswire; Trade

Word Count: 399

TEXT:

RALEIGH, N.C. -- OVO, a leading developer of processes and application software for innovation and idea management, announced introductory pricing for its innovation software applications provided as a hosted service. Spark, a brainstorming application for distributed teams, and Incubator, an idea management and evaluation application, are available now as hosted services. Spark is priced at \$20 per concurrent user per month, and Incubator at \$40 per concurrent user per month.

"The introductory pricing we've announced today means that anyone can start using our software to generate, capture and manage ideas," said Dean Hering, the Chief Innovator at OVO. "With our hosted offering, our customers have access to powerful software at an exceptionally attractive price, with the option of moving to a licensed application at any time."

Beyond a compelling price point for the hosted solution, OVO offers two other innovations with its hosted service: concurrent user licensing and the ability to move quickly from a hosted model to a licensed model. OVO software is licensed on a concurrent user basis, meaning customers only need to pay for the number of licenses they think will be in use at any one time, while providing access to many more users. OVO helps customers move from a hosted application to an internally licensed application quickly and easily as the team grows and the innovation initiative scales.

"We're providing the means to get started quickly and inexpensively in an innovation initiative, and retain the flexibility necessary to scale as teams and initiatives grow" said Jeffrey Phillips, VP of Sales and Marketing at OVO. "Our customers asked for and we responded with an offering that provides a means to start small, grow quickly and deliver incredible flexibility."

For more information on OVO software and pricing, see our website at www.ovoinnovation.com or call 919-844-5644 x789.

About OVO

OVO, the innovation business unit of NetCentrics, offers software, consulting services and processes to improve idea

management and innovation throughout any enterprise. These solutions reduce the cycle time from idea to new product or service, reduce the risk associated with innovation and maximize return on investment. OVO also introduced the Innovate on Purpose(TM) concept and the Concept to Cash(TM) innovation process. For more information, see www.ovoinnovation.com or call 919-844-5644 x789.

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PUBLISHER NAME: Business Wire

DESCRIPTORS: *Computer software industry; Application service providers

INDUSTRY NAMES: BUSN (Business); BUS (Business, general)

SIC CODES: 7372 (Prepackaged software)

3/9/4 (Item 3 from file: 16)
DIALOG(R)File 16:Gale Group PROMT(R)
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12257025 Supplier Number: 133603276 (THIS IS THE FULLTEXT)
Artemis International Unveils Enhanced New Product Development Solution;
New Features and Functionality Critical for PLM Initiatives.

Business Wire, pNA

June 28, 2005

Language: English Record Type: Fulltext

Document Type: Newswire; Trade

Word Count: 887

TEXT:

NEWPORT BEACH, Calif. -- Artemis International Solutions Corporation (OTCBB:AMSI), global provider of Investment Planning and Control(TM) software, today unveiled an enhanced New Product Development solution that fills a critical gap in the fast-growing market for Product Lifecycle Management (PLM) tools. With the latest release of Artemis for New Product Development, customers have instant access to a host of new features that dramatically improve strategic and financial control of their new product development and launch process. The new product is immediately available.

"This new version of Artemis for NPD provides unique, comprehensive and integrated Product Portfolio Management, Lifecycle Management, Financial Management, Idea Management and Project and Resource Management, critical components of any successful PLM initiative," said Patrick Ternier, president and CEO for Artemis. "Our focused solution for New Product Development integrates features and functionality that deliver unparalleled flexibility for new product development organizations in industries such as high-technology manufacturing, pharmaceuticals, medical devices and bio-technology."

Speed, Efficiency, Agility and Leadership

Speed, efficiency, agility and leadership are critical elements of any competitive and successful business. Artemis for NPD introduces a whole host of new features that:

- Automate and streamline cross-functional product development and introduction processes, like stage-gate, for a reduction in process latency and an overall faster time to value for new products;

- Allow for immediate re-allocation of resources across competing product development processes;

- Enable rapid evaluation and selection of alternate product pipeline and development options;

- Assist in the objective selection, prioritization and sequencing of products for maximum value and competitive advantage.

"Current tools dominating the NPDI process are low-cost, low-function personal productivity tools like spreadsheets, project management, and word processing," said Kevin O'Marah, vice president of research for AMR Research, in a report titled Microsoft is the No. 1 Vendor in NPDI, But Not For Long, published in September 2004. "User groups, from Research and Development (R&D) through engineering and marketing, are beginning to define what they need to improve NPDI, and it isn't MS Office."

Artemis for NPD

Built on the Artemis 7 foundation, Artemis for NPD integrates a myriad of new features and functionality, which can compliment or replace disparate tools such as spreadsheets, ad-hoc databases and stand-alone project management tools. The inclusion of a fully-functional project management module, allows users to perform all project management functions from within Artemis. While still offering support for third-party desktop productivity tools such as Microsoft Project(R), the extensive new project planning and scheduling capabilities give customers the ability to capture and manage that data within Artemis.

Specific capabilities included in Advanced Planning are real-time critical-path, resource and risk analysis for single or multiple project plans, giving managers the utmost in flexibility when managing complex project and product schedules within portfolios of any size. Enhanced time reporting improvements enable tight alignment between time capture, reporting and billing processes.

New to Artemis for NPD is the Idea Management module, which addresses the critical need for integrated customer needs management and product ideation within the overall product lifecycle management process. The ***Idea*** ***Management*** module captures, manages and routes multiple idea/request types. Each type of idea/request can have a unique workflow process that is defined and navigated via a graphical workflow interface.

Enterprise Repository

In addition to support for IBM's Webshere, Artemis 7 version 6.1 for NPD includes support for IBM's DB2 relational database. This gives users the flexibility to consolidate all product information, while also integrating with existing enterprise information systems.

Pricing and Availability

Available immediately, Artemis for NPD will include training materials on all new functionality.

About Artemis International Solutions Corporation

Artemis International Solutions Corporation (OTCBB:AMSI) is one of the world's leading providers of investment planning and control solutions that help organizations execute strategy through effective portfolio and project management. Artemis has refined 30 years experience into a suite of solutions and packaged consulting services that address the specific needs of both industry and the public sector including, IT management, new product development, program management, fleet and asset management, outage management and detailed project management. With a global network covering 44 countries, Artemis is helping thousands of organizations to improve their business performance through better alignment of strategy, investment planning and project execution. For more information, visit www.aisc.com.

Forward-Looking Statements

"Safe Harbor" Statement under the Private Securities Litigation Reform Act of 1995: This press release contains or may contain forward-looking statements such as statements regarding the Company's growth and profitability, growth strategy, liquidity and access to public markets, operating expense reduction and trends in the industry in which the Company operates. The forward-looking statements contained in this press release are also subject to other risks and uncertainties, including those more fully described in the Company's filings with the Securities and Exchange Commission. The Company assumes no obligation to update these forward-looking statements to reflect actual results, changes in risks, uncertainties or assumptions underlying or affecting such statements or for prospective events that may have a retroactive effect.

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INDUSTRY NAMES: BUSN (Business); BUS (Business, general)

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DIALOG(R)File 16:Gale Group PROMT(R)
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11546029 Supplier Number: 123360606 (THIS IS THE FULLTEXT)
Belgacom Standardizes on Imaginatik's Idea Central Global to Foster Culture
of Innovation.

Business Wire, pNA

Oct 19, 2004

Language: English Record Type: Fulltext

Document Type: Newswire; Trade

Word Count: 880

TEXT:

BOSTON -- Fast-Growing Belgian Telecom Employs Imaginatik's Proven Idea Management Software and Methodology to Turn Employee Ideas into Revenue Gains

Imaginatik, the leading Idea and Innovation Management company, today announced that Belgacom (Euronext: BELG), Belgium's largest telecommunications provider, has deployed its Idea Central Global software enterprise wide making it the cornerstone of its corporate ***idea*** ***management*** initiative. With its superior ***product*** offering, multi-lingual capabilities, and industry-leading thought

leadership, Imaginatik formalizes Belgacom's innovation process to leverage the knowledge of its 17,000 employees serving the fixed-line, mobile communications and broadband markets.

Belgacom uses Idea Central Global to engage its entire workforce to systematically develop new products, services and cost-saving processes to drive steady growth and expansion throughout Europe. Idea Central Global proved to be the optimal idea management platform for this multicultural, multilingual environment where employees can now contribute and review ideas in their native language: Dutch, English and French.

"Belgacom wanted to develop a corporate culture of innovation where anyone in any job function--sales, support, field service, administration--can share their ideas and help shape the future of the company," said Wim De Meyer, Strategy & Business Development Director of Belgacom's Fixed Line Services Unit. "An intelligent and creative workforce is one of Belgacom's most valued assets. Imaginatik has the proven methodology, successful track record and unrivaled multilingual support we needed to create a successful idea management program."

Idea Central Global is the latest release of Imaginatik's idea management platform, which helps companies develop a repeatable, systematic approach to innovation that drives consistent revenue growth. Imaginatik employs an event-based methodology that focuses participants' attention to solve a specific business challenge in a definite period of time. With support for English, Dutch, French, German, Portuguese and Spanish, Idea Central Global is ideal for multinational companies seeking input from their diverse, global workforce. The software and methodology builds a blueprint for successful idea management including idea collection, idea development, evaluation, browsing and search, and collaboration and workflow.

In use at Belgacom for three months, Idea Central Global has already become the platform for several successful ideation events. For example, the company recently invited 850 employees to participate in a two-week event to generate new ideas and strategies to capture the fast growing market of young customers. With support for each language spoken throughout the company any employee could participate in the process. More than 360 participants from a variety of job functions--technical field representatives, sales representatives, administrative staff, business development and marketing executives--generated 180 ideas. After the event, the evaluation team reviewed the submissions and identified 20 promising ideas that went into development to create new revenue streams and marketing opportunities. With other successful events under its belt and more on the way, Belgacom has successfully initiated a culture change regarding innovation and creativity.

"As businesses expand their global reach, giving users the flexibility to contribute ideas and offer feedback in their language of choice is critical to creating a culture of innovation. Belgacom is a great example of how companies can develop successful idea management programs that generate results fast," said Mark Turrell, CEO of Imaginatik. "Imaginatik is dedicated to innovating the innovation process. The introduction of multilingual idea management in Idea Central Global is yet another example of how we are setting the standard of innovation management technology."

About Belgacom

Belgacom is the leading telecommunications company in Belgium and a market leader in a number of areas, including retail and wholesale fixed-line telephony services, mobile communications services and broadband data and Internet services. Belgacom offers a comprehensive range of voice, data and Internet fixed-line services to residential and business customers. At the end of 2003, Belgacom provided approximately 5.2 million fixed connections for residential and business customers. Belgacom Mobile is the leading provider of mobile communications services in Belgium through its Proximus and Pay & Go brands, with approximately 4.2 million active customers.

About Imaginatik

Imaginatik is the long-time leader in enterprise Idea Management.

Its flagship solution, Idea Central, is designed to elicit ideas and insights from employees and extended enterprise partners, provides a shared collaborative space to develop ideas, and is equipped with sophisticated tools to evaluate and select the top ideas for implementation. Idea Central has won the Basex Excellence Award 2003, and is in use in clients such as Georgia-Pacific, W. R. Grace, ChevronTexaco, Bayer AG, and Goodyear Tire & Rubber. Imaginatik's software and consulting services have helped clients discover significant sources of additional revenue, as well as tangible cost savings, process improvements and an increased product pipeline. Imaginatik is also committed to developing strategic solutions in the field of innovation, working with academic institutions such as the London Business School and the Cass School of Business, London, and leading practitioners of corporate innovation. To learn more about Imaginatik and Idea Central please visit www.imaginatik.com or call (617) 275-7140.

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11099261 Supplier Number: 114718015 (THIS IS THE FULLTEXT)
Teijin Twaron Chooses Sopheon Solution to Help Drive Innovation and Enable
Focus On New Product Concepts With Best Chance Of Market Success.

Business Wire, p5075

March 29, 2004

Language: English Record Type: Fulltext

Document Type: Newswire; Trade

Word Count: 981

TEXT:

Energy Editors/Business Editors/Health/Medical Writers/High-Tech
Writers
MINNEAPOLIS & LONDON--(BUSINESS WIRE)--March 29, 2004
Fiber Producer Uses Accolade Functionality to
Collect and Evaluate Product and Application Ideas
Sopheon, the international software and services company, announced
today that Teijin Twaron, the international supplier of super-strong fibers
used in a wide range of applications to strengthen and protect products,
has implemented a core component of the Sopheon Accolade product
development system. The software's capabilities are being used by the
company's Innovation Support Team (IST) to collect, screen and advance
ideas for new products and applications submitted by the company's 1,100
employees.

Teijin Twaron's para-aramid polymer, yarn, fiber and pulp products,
marketed globally under the trade name Twaron, are used in dozens of
applications ranging from bullet-resistant vests to earthquake resistant
buildings. In 2001, Teijin Twaron launched a broad strategic growth
initiative that included a project to increase manufacturing capacity. In
2002, it also established the IST in Arnhem, Netherlands, chartering it to
expand applications for Twaron products worldwide. The IST subsequently
elected to adopt the widely used Stage-Gate product development
process methodology. Accolade's ***idea*** ***management*** module was
chosen to support the front end of the Stage-Gate process by facilitating
the generation, collection and analysis of new product and application
ideas.

Accolade's functionality is strengthening idea management at Teijin
Twaron by simplifying the idea submission process and making it broadly
available via the company's intranet. The easy-to-follow procedure
encourages employees to continuously add ideas for new products and
applications into Teijin's Innovation Database. Once entered, ideas are

channeled into an automated tracking system, as well as archived for ongoing access and possible reuse. Built-in decision-support capabilities are designed to ensure objective and thorough assessment of each idea submitted according to such criteria as strategic fit, competitive advantage, technical feasibility and market potential. System components include customizable scorecards that solicit, record and tally idea evaluations.

"Teijin Twaron is constantly striving to improve the performance of its products and actively support its customers with the development of new products and application areas," said Otto Grabandt, chairman of Teijin Twaron's IST. "The selection of Sopheon's solution was a practical extension of our implementation of Stage-Gate and the fact that Accolade provides the kind of structured idea management process we deem essential to building a system for sustainable innovation. Further bolstering our decision was Accolade's out-of-the-box functionality and ease-of-use, the fact that it could be quickly implemented, and Sopheon's thorough, practical understanding of the innovation process."

Recently completed research by strategy and business process advisor Deloitte Consulting points to the growing importance of the focus on innovation reflected in Teijin Twaron's idea management initiative. The study, which encompassed data from nearly 650 leading manufacturers around the globe, concluded that by 2010, products representing more than 70 percent of today's sales will be obsolete due to changing customer demands and competitive offerings. Study participants cited launching new products and services as the number one driver of revenue growth. The magnitude of the innovation challenge implicit to these findings is evident in the conclusion of other recent research that determined it takes nearly 300 ideas to achieve a single successful product.

"There's little mystery about why innovation is becoming a top strategic issue for senior executives around the world," said Andy Michuda, chief executive officer of Sopheon. "Companies that continue to cling to the old paradigm of focusing on cost reduction instead of revenue growth not only risk falling out of favor with investors, they will soon no longer be able to compete. Teijin Twaron is a market leader that recognizes the link between innovation and value creation. We are delighted that our solution has been made a principal component of Teijin Twaron's strategic roadmap for developing a corporate culture where ideas can be developed and exploited."

Teijin Twaron is the latest in a growing number of fiber and textile manufacturers that have adopted the capabilities of Sopheon's Accolade system. Sopheon recently announced that Austria-based Lenzing, a global manufacturer of cellulose fiber, and Unifi, a U.S.-based producer of textured yarns, had also licensed Accolade software.

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About Teijin Twaron

Teijin Twaron is the global manufacturer of Twaron para-aramid, a super-strong fiber that is chosen by an increasing number of high-tech industries to strengthen and protect their products. Teijin Twaron is a member of the Teijin Group. Teijin is a global, technology-driven company, listed on the Tokyo Stock Exchange with a market capitalization of USD 2.5 billion. It operates in five main business segments: fibers and textiles; films and plastics; pharmaceutical and home health care; machinery and engineering and new products and other businesses, with an aggregate turnover of USD 7.3 billion. Teijin has approximately 24,000 employees worldwide. For more information, please visit www.twaron.com.

About Sopheon

Sopheon (LSE:SPE) is an international provider of software and services. The Sopheon Accolade product development system automates gate-or phase-based product development processes and provides strategic decision support that allows companies to improve innovation, cut product development spending waste and shorten time-to-market. Sopheon's Monitor software operates as a "reading robot" that automatically reviews, filters,

analyzes and pushes relevant content to healthcare and engineering professionals to enable effective compliance with protocols, standards and regulations. Sopheon is listed on the AIM Market of the London Stock Exchange and on the Euronext in the Netherlands. For more information, please visit www.sopheon.com.

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Sopheon Plc

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Teijin Twaron Chooses Sopheon Solution to Help Drive Innovation and Enable

Focus On New Product Concepts With Best Chance Of Market Success

Fiber Producer Uses Accolade Functionality to

Collect and Evaluate Product and Application Ideas

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Accolade's functionality is strengthening idea management at Teijin Twaron by

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 A Timely Notion Worth Considering -- Idea management may help validate
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Not long ago, companies used the suggestion box to collect ideas from employees and, in some cases, customers. Often, after it filled up with little slips of paper, the box would be emptied and no one would see the suggestions. Rare was the company that actually followed through on the best of those ideas.

Eventually, suggestion boxes devolved into a subject of derision-a symbol of corporate detachment-and few companies use them now. But the flow of ideas in the workplace hasn't stopped. Ideas continue to be batted around boardrooms, exchanged at water coolers, and created during long commutes, often only to fall through the cracks and remain unrealized.

Most companies do a poor job of nurturing ideas because they're unwilling to commit to the maintenance and promotion of a successful idea-management process, says Marsha McArthur, innovation manager for the U.S. medicines group at \$21 billion drugmaker Bristol-Myers Squibb Co. That's because "everyone has the attention span of a gnat," McArthur says.

Enter idea management, the technology-enabled answer to the idea vacuum. Considered alternately as a subset of knowledge management, a potential driver of innovation, and a matter of corporate culture, idea management is a notion that's gaining steam among a segment of U.S. businesses that are viewed as either cutting edge or out of touch, depending on one's perspective.

Confronted with those options, McArthur would certainly place Bristol-Myers in the cutting-edge category. The New York drugmaker in October put the finishing touches on what it's calling its "idea bank," from which employees can deposit, withdraw, and transfer ideas.

Bristol-Myers built the idea bank using Idea Central from Imaginatik Ltd., perhaps the longest-standing idea-management vendor in the market. Bristol-Myers' idea bank is focused squarely on developing ideas that generate revenue rather than cut costs. As the idea bank's technology core, Idea Central provides an easy-to-use interface to an intranet application that captures and organizes ideas, as well as a structured process for

reviewing ideas.

Initially, McArthur wants to develop services that can be wrapped around Bristol-Myers' products. Although McArthur says it's too soon for Bristol-Myers to quantify the benefits of its undisclosed investment in idea management, she expects Idea Central to pay for itself in the next few months and to generate a long-term return on investment in the hundreds, if not thousands, of percentage points. That is, if the company's leadership continues its commitment to developing the process. "If management ever tries to take it away, I hope there will be a revolution," she says.

Masterfoods USA pulled the plug on its idea-management system, but moving to a more ad hoc approach hasn't hurt the flow of ideas, says Dan Michael, the company's former idea manager, who now serves as product development group manager.

Truth be known, Michael was the company's idea-management system. Oh, there was technology at play—employees submitted ideas as electronic forms that were entered into a Lotus Notes database and routed to the appropriate marketing executive. The system eventually captured 500 ideas, some of which Michael recalls going to market.

But Michael was promoted during a reorganization, the system lost steam, and idea management ceased to be a formal process. Even in the absence of that process, however, Masterfoods now has better idea flow, and it continues to use technology to feed that flow, Michael says. For instance, an internal opt-in database that helps employees find others in the company working on similar projects is proving to be an agent of collaboration, from which ideas often spring.

Michael acknowledges that for idea-starved companies, idea-management applications could potentially empower employees by giving them a voice in the innovation process. But idea-rich companies may not need the technological support. "Ideally, you want to be organized in a way such that you don't rely on that as your sole source of ideas," Michael says. "We come up with more ideas than we execute. The key is picking the best one and focusing on it."

Precisely where the sweet spot of idea management is remains a matter of debate. Bristol-Myers and Masterfoods have used it as a way to mine employees' ideas, and Imaginatik CEO Mark Turrell says one of his customers, a chemical company he didn't identify, credits its idea-management application with helping turn a suggestion from a truck driver into a \$45 million revenue stream.

Meanwhile, other companies are using idea management in a variety of ways. Cingular Wireless is using technology from Akiva, an idea-management vendor formed by a merger of ChatSpace and MindCruiser in February. Akiva lets Cingular employees capture and route ideas that are bandied about during monthly online chat sessions between workers and CEO Stephen Carter. Cisco Systems is using Akiva's software to support an idea-sharing community of 1,200 instructors who have succeeded in making improvements to Cisco's suggested best practices for training customers.

EarthLink Inc. is using a host of call-center applications from Israeli vendor Nice Systems Ltd. to identify ideas and suggestions stored in the millions of calls, E-mails, and chat interactions it has with customers each month. The Internet service ***provider*** is testing a new application from Nice that searches through calls and identifies ideas based on key phrases like "I think you should ..." or "Why don't you ...?"

EarthLink also plans to test Nice's pending idea-management application, which will let call-center representatives use a simple interface to trigger a process that will capture ideas during live calls and route them to the appropriate people to be evaluated, says Jennifer Goodman, senior manager of infrastructure architecture at EarthLink.

Nice, which has traditionally specialized in the logging of voice records collected at call centers, decided to add idea management to its product line after asking a sampling of businesses what they do with customer ideas and suggestions offered during calls. Nice general manager Lior Arussy says he was astounded by the results: "Across the board, the answer was 'Nothing.'"

Goodman says she's not convinced Nice's idea-management application

will magically transform EarthLink's call centers into idea factories, but "it will help us make the right decisions" about which ideas to develop.

While there's some consensus about idea management and its growth potential, Imaginatik worked with advisory firm Baroudi Group to quantify the idea-management market. The resulting research found that worldwide spending on idea-management software and services was less than \$3 million in 2001. It also indicated that figure could grow to as much as \$14 million this year. Imaginatik's Turrell expects his privately held company's revenue to grow by 300% this year.

Analysts expect a growing number of companies to wrap processes around idea development, but they don't necessarily expect idea

management to mature as an independent ***product*** category. Daniel Rasmus, VP and research leader at Giga Information Group, describes idea management as an adjunct to other technologies, most notably knowledge management. In fact, he says, idea management is providing some companies with their first real understanding of knowledge management.

"Organizations have picked up on one of the key themes," Rasmus says. "If you manage your knowledge well, you end up with better innovation."

Idea management ultimately may provide the knowledge-management industry with the validation it's been seeking, says Jonathan Spira, an analyst with research firm Basex. "People have been waiting for five or six years for a reason to latch onto knowledge management," he says. "Idea management could rescue knowledge management from oblivion."

Idea-Management Application Options

-Akiva's WebBoard, ChatSpace, and MindCruiser

-Axiom Business Concepts' Idea Reservoir

-General Ideas' SaveNet

-Imaginatik's Idea Central

-Nice Systems' Nice-Universe

<http://informationweek.com/>

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Sopheon PLC - Contract Win

Sopheon Plc

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Teijin Twaron Chooses Sopheon Solution to Help Drive Innovation and Enable Focus On New Product Concepts With Best Chance Of Market Success

Fiber Producer Uses Accolade Functionality to Collect and Evaluate Product and Application Ideas

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-End-

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IDe Fuels Growth By Securing \$13.25 Million In Venture Financing
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Integrated Development Enterprise, Inc. (IDe(R)), the leading

provider of integrated development chain management (DCM) solutions, today announced that it secured \$13.25 million in venture capital funding from five firms. Led by new investor Tudor Ventures, the funding partners also include Dominion Ventures, Flagship Ventures, HarbourVest Partners LLC, and management consultants PRTM. IDe will use the funds to increase its market share with ongoing marketing and sales activities.

IDe's software is being implemented at companies such as Avaya Inc., Crompton Corporation, Donaldson Company Inc., Honeywell Automation & Controls, MTD Products Inc., Owens Corning, and Shure Incorporated.

The IDe solution helps companies turn product strategy into product success by automating and integrating the key management activities of product development, including idea, portfolio and pipeline, resource, project and program, process, time, and partner management, as well as management of related product development financials and reports. Real-time integrated development allows companies to maximize product throughput, increase development productivity and predictability, achieve faster time to market, and realize process excellence. IDe solutions also help companies manage corporate portfolios and enterprise initiatives beyond new product development, such as information technology, capital projects, advanced product quality planning (APQP), and Six Sigma.

Development chain management, also referred to as product portfolio management or product chain management by industry analysts, acts as the business layer of product lifecycle management (PLM). According to Kevin O'Marah, vice president of AMR Research, "Product portfolio management is emerging as one of the highest impact areas of a comprehensive PLM strategy. This is true across industries and up and down the scale of company size." (AMR Research report, "Product Portfolio Management is About Risk Management Not Business Process," December 5, 2002)

To manage the development chain effectively, product companies need a comprehensive set of integrated capabilities. "Product development companies that want executive teams to be able to make better product decisions should short-list tools from vendors that offer not only core portfolio management functionality but also a combination of additional functionality such as enhanced project management and resource management functionality, idea management and support for phase-gate product development methodologies," said Erica Rugullies and Margo Visitacion, senior industry analysts in the Giga Information Group report "Making Sense of the Converging Portfolio Management Market," September 2002.

"Our goal is to be the standard enterprise application used to manage the business of developing products," said Rich Moore, president and CEO of IDe. "This new financing will allow us to add new customers and to expand within our installed base at a faster rate."

"We only invest in growing companies who have a large market opportunity," said Bob Forlenza, managing partner for Tudor Ventures. "Our research indicates that there is a huge untapped market for solutions that help product companies maximize their R&D investment. We are committed to help IDe increase its footprint in the market."

"As an existing investor, we are pleased to be increasing our investment in IDe," said Stephen Ricci, partner of Flagship Ventures. "In these economic times, we are cautious as to where to invest our funds. We think that IDe is a great company and positioned to exploit its lead in the market."

"Product companies need to develop new products to drive revenues," said Michael McGrath, managing partner for PRTM. "The IDe solution gives product developers a better method by which to align decision-making, balance portfolios, minimize pipeline bottlenecks, manage risk and allocate resources. At PRTM, we see growing demand for the IDe solution, even in a slow economy."

About IDe
IDe is the leading provider of development chain management (DCM) solutions for integrated product development. With IDe's patent pending solution, companies can more profitably manage the business workflow of integrated product development(TM) and maximize their return on investment in product development. <http://www.ide.com/>

About Dominion Ventures

Dominion Ventures is a venture capital company uniquely positioned to meet the needs of growing companies by providing expansion capital. Founded in 1985, Dominion Ventures was created with the goal of providing capital and value-added resources to private companies in the information technology, communications, life sciences, healthcare, and service industries. Its affiliated company, Dominion Capital Management, provides venture leasing. In the past fourteen years, Dominion and its affiliate have invested more than \$270 million in 160 companies combined.

<http://www.dominion.com/>

About Flagship Ventures

Founded in 1999, Flagship Ventures is an entrepreneurship and venture capital firm comprising a family of funds: OneLiberty Funds, AGTC Funds and NewcoGen Group. They currently invest from \$400 million in funds raised in 2000 and manage a total pool of committed capital approaching \$600 million. The Flagship Ventures team consists of 32 professionals focused on creating, financing and building companies in the life science, information technology and communications sectors. Complementing their internal team is an extensive network of Advisor Partners who are actively engaged in evaluating, and often co-founding, new ventures. <http://www.flagshipventure.com/>

About HarbourVest Partners

HarbourVest Partners, LLC, is a global private equity investment firm. It was founded in 1997 to assume the business of Hancock Venture Partners, Inc., which was formed in 1982. HarbourVest is 100% owned by its twelve managing directors. HarbourVest invests in all types of private equity funds, including venture capital and leveraged buyout funds, and also directly in operating companies. HarbourVest currently manages investments in North America, South America, Europe, Asia, Australia and Africa.

<http://www.harbourvest.com/>

About PRTM

Pittiglio Rabin Todd & McGrath (PRTM) is the leading management consultancy to the technology industry. PRTM helps technology companies structure their strategies, their organizations, and their core business processes for competitiveness, profitability, and growth. Since its inception in 1976, the firm has worked with over 1,000 technology companies in over 5,000 engagements worldwide. <http://www.prtm.com/>

About Tudor Ventures

Tudor Ventures is the venture capital and private equity arm of Tudor Investment Corp., an internationally recognized diversified investment management firm with \$6 billion in assets. Tudor has been investing in venture capital and other private equity opportunities since the early 1990s. Over this time, Tudor and its principals have invested in over 75 companies, with a strong record of investment success, and the firm currently manages over \$500 million in capital.

<http://www.tudorventures.com/>

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Web site: <http://www.ide.com/>

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Networked innovation drives profits. (manufacturers demand for innovation)
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EXECUTIVE SUMMARY

Growing demand for innovation is overwhelming manufacturers' ineffective invention-to-innovation processes. To match demand, firms must join an emerging market model--networked innovation--that lets practitioners co-invent with customers, source and market innovations anywhere, and anticipate as well as respond to supply and demand changes.

During the past three recession years, manufacturers focused single-mindedly on cost-cutting to stay afloat. But with economic recovery kicking in, these firms need to crank out innovative products and services to expand their top lines. Forrester Research defines innovation as occurring "when inventions intersect a business process and change the way something is done, experienced, or created."

Manufacturing firms recently interviewed by Forrester confirmed growing demand for innovation from customers, competitors, and government regulation. But while two-thirds of these respondents considered themselves more innovative, only 7 percent identified themselves as very successful in meeting their innovation performance goals. No wonder these firms expressed concern over their ability to meet growing innovation demand given their:

* Customer-blind innovations. Interviewees didn't use customer-focused metrics to measure the quality or the success of their innovations--despite the fact that 61 percent claimed the desire to make their innovation processes more responsive to customer requirements and 45 percent said that customers provide the main catalyst for today's accelerated innovation. Instead, the manufacturers used financial metrics that Wall Street comprehends--revenues, profits, and market share.

* Underfunded and risk-averse R&D. Despite growing pressure to innovate, recession-weary respondents have reined in their R&D efforts. Less than 7 percent expected a drastic increase in innovation dollars over the next three years. And conservative spending was joined by conservative sourcing--only 30 percent of interviewees had an R&D pipeline dominated by disruptive innovations and only 22 percent relied heavily on outsourced innovation to share the costs. In addition, a mere 5 percent tried to cover R&D expenses by licensing a big chunk of their inventions to others.

* Slow response to market changes. Barely 16 percent of companies boasted innovation processes that responded flexibly to changes in customer requirements. The pressure was there--67 percent expressed concern about improving time-to-market for their innovations--driven by unexpected events such as swift shifts in demand, out-of-the-blue competitive offerings, and rapid product obsolescence.

Failing to use technology

The manufacturers Forrester interviewed weren't convinced that their existing technologies will help them meet the demand for innovation. They confessed that their current IT:

* Dampens invention-to-innovation velocity Among respondents, miscommunications and haphazard coordination across the firm resulted in costly delays and wrong products marketed at the wrong time. Why? These companies relied on makeshift tools to manage every step in the innovation path from ideation to commercialization. For instance, marketing defines new product requirements in Excel spreadsheets and e-mails them to R&D. And engineering changes are relayed to manufacturing by fax. According to one food company, "Our existing tools were just not designed to support our

current need for speed or agility. These homegrown tools were OK to support incremental innovation of our products, several of which are 100+ years old. But with drastic changes in customers' lifestyles--like the Atkins craze--our R&D needs must invent whole new products and these, in turn, need a market launch that's coordinated across both production and sales."

* Prevents knowledge discovery and dissemination. A lack of sophisticated collaboration and knowledge management tools hampered cross-unit interactions. The result? Distributed operations in these firms reinvented the wheel, failed to jointly develop and market new inventions, and couldn't cooperate to accelerate time-to-market. An aerospace manufacturer said, "We need an integrated collaboration platform that will allow us to share design ideas and reuse components across our energy, civil aviation, and defense businesses."

* Impairs enterprisewide innovation governance. The manufacturers we interviewed didn't manage R&D initiatives as an integrated, company-wide portfolio. Only 35 percent had either a formal governance committee or a senior executive responsible for funding and managing innovation initiatives across the enterprise. And they lacked tools that can track key milestones in the invention-to-innovation process or report the market success of past and future innovation investments. Reported one chemicals company, "Without a tool that gives us visibility into innovation projects going on at any time across all our business units, we struggle to track their market potential, let alone identify projects that need to be put on a fast track."

Networked innovation strategy

Finicky customers, ruthless competition, and stringent regulations are accelerating demand for technology-enabled innovation among manufacturers. But supply-side deficiency and ineffectiveness hamper many firms' ability to convert inventions into profitable innovations. The solution? A new market ecosystem called innovation networks in which companies collaborate--combining the roles of inventors, transformers, financiers, and brokers--to match collectively global demand for innovation with worldwide supply (Figure 1).

Firms can't thrive in innovation networks with internal processes built around a linear and only vertically integrated innovation model that is supported by yesteryear's technologies. To take advantage of innovation networks for compressing invention-to-innovation cycles and responding swiftly to opportunities and threats, growth-seeking firms should embrace a new, technology-enabled strategy that Forrester calls networked innovation: networking internally and externally available invention and innovation services to develop and market customer-valued products and services.

Networked innovation involves inventors and transformers who work with customers to develop and market innovations--facilitated by financiers and brokers--to drive an ongoing cycle of anticipation, rapid response, and continuous learning. Firms can revitalize these invention-to-innovation cycles by embracing the three principles underlying networked innovation:

* Engage customers as partners. By harvesting customer insights, firms can get the right innovations to the right customers at the right time. Rather than treat customers as passive recipients of their innovations, companies will keep customers engaged throughout the invention-to-innovation cycle.

* Source and market anywhere. Firms will source the best talent and ideas from anywhere--reaching deep inside their organization and halfway across the planet. And rather than eschew disruptive innovations, they will seek--through investments and partnerships--market opportunities for the ones they won't take advantage of.

* Anticipate as well as respond to changes. Manufacturers will learn to anticipate and respond proactively to ever-changing customer requirements and competitive threats by building flexibility into their invention-to-innovation processes.

Case in point: IBM. With a \$5 billion R&D budget (close to 6 percent of its annual revenue), IBM employs 3,440 researchers who generated 22,357 patents over the past decade. Yet, in his speech on innovation to the Council on Competitiveness in 2003, IBM CEO Sam Palmisano mentioned patents

only once. Rather, he explained that IBM must "focus on the pull for innovation, not merely the push of invention." He said that IBM's success will come from emerging "innovation ecosystems" and his firm's ability to apply its inventions--as well as inventions from others--to produce innovative offerings that solve clients' pressing needs. Doing this requires a three-pronged attack.

IBM's researchers spend 25 percent of their time with clients--up from 3 percent to 4 percent eight years ago. And scientists in IBM's On Demand Innovation Services group spend up to 50 percent of their time with clients to transform IBM's inventions into innovative solutions.

IBM sources inventions externally--like from Stanford University, which is conducting spintronics research with Big Blue. And IBM licenses its intellectual property to partners and even rivals, racking in \$10 billion in royalties since 1993.

IBM relies on partnerships to drive inventions into innovations. Paul Horn, director of IBM research, believes external collaboration helps IBM harness valuable technology and business insights that get fed back into IBM's R&D, software, hardware, and services groups to unleash new inventions and innovations (Figure 2).

Engaging customers as partners to assure valuable innovations. R&D scientists and marketing tend to compensate for lack of market insights with instinct, resulting in blue-sky innovations that rarely meet customer expectations. Manufacturers that practice networked innovation will be able to increase hits and curb misses for their inventions by:

- * Letting customer insights improve existing innovations. Smart consumer packaged goods firms coinnovate new products with consumers--from concept design to prototyping to pre-launch. For instance, PepsiCo uses Affinova's software to let consumers choose among new packaging ideas online. And Medtronic--which generates 66 percent of its revenues from medical products that are less than two years old--dispatches field engineers to meet with physicians to collect qualified design insights. Industrial design boutiques like IDEO go one step further by consulting their customers' customers' customers to collect new product and service ideas.

- * Tapping lead users to generate breakthrough innovations. Networked innovation requires that firms seek inspiration from a few advanced users. Mainstream customer input has minimal impact for breakthrough innovation and can even mislead. Until Charles Schwab's explosive success online, no Merrill Lynch client would have clamored for discount brokerage services. Instead, GE and Sony collect breakthrough innovation insights from lead users--creative individuals in the target market or firms in other sectors that have already invented a solution using a blend of existing and next-generation technologies.

- * Focusing innovation on customer value. Customers seek innovations that enhance their life cycle experience with a product--not the product-centric improvements in functionality and reliability that R&D engineers focus on. For instance, Caterpillar's MineStar program allows mining firms that use CAT equipment to maximize their return on assets by reducing equipment downtime. And Cargill signs outcome-based contracts with farmers in which Cargill agrees to deliver a specific soil pH level--using X Internet-enabled sensors to adapt their fertilizer formulations to the exact soil conditions.

Case in point: 3M. Despite its \$1.1 billion R&D budget and 1,000 scientists, 3M's R&D productivity plunged in the 1990s. Its businesses struggled to sustain 3M's famous 30 percent rule--30 percent of revenues from products less than four years old. In 2001, CEO Jim McNerney--who came from GE--initiated changes to make 3M's inventions market-relevant.

McNerney rolled out voice of the customer--a Six Sigma approach that lets direct customer input shape incremental innovation. He also systematized breakthrough innovation development with a lead-user process, which sought input from experts in semiconductor imaging and pattern recognition to create a breakthrough medical imaging product. Also under McNerney's direction was making customer value a target for R&D. Rather than pushing cookie-cutter innovations, 3M now delivers customer-valued

solutions by letting clients directly interact with R&D, not sales reps. By converting its inventions into market-relevant innovation, 3M's 2003 net income grew 21.7 percent.

Source and market anywhere to maximize return on core assets. Today's innovation processes suffer from R&D's not-invented-here mindset that prevents firms from seeking (let alone exploiting) external expertise. And at the other end of the invention flow, firms sit tight on billions of dollars' worth of product ideas that never get commercialized or fail at launch rather than find external market opportunities for them. But firms that practice networked innovation will strive to:

* Unearth and harness innovation insights hidden in the firm. Networked innovation requires that organizations look beyond their corporate R&D units for innovation talent, tapping the creativity of every employee. At Whirlpool, anyone can submit an idea for review by an innovation mentor, who will assist the inventor with market opportunity assessment and funding. And apparel maker Zara has equipped its store clerks with wireless PDAs so that they can zip design tips and shopper preferences directly to Zara's designers.

* Seek know-how from other industries and disciplines. In-house R&D and existing suppliers don't have the broad disciplines required to create multi-faceted, cross-industry products--such as hybrid cars or plastic made from corn. That's why the Dow Chemical Co. joined forces with Cargill to design production processes that can convert corn into biodegradable plastic. And Herman Miller teamed up with environmental engineering boutique MBDC to design eco-friendly chairs made from recyclable materials.

* Source cutting-edge intellectual property from academia and niche inventors. Rather than conduct all of the expensive research critical for breakthrough innovations, firms practicing networked innovation will tap into basic research powerhouses such as academic labs. GlaxoSmithKline is building a 76 million (pounds sterling) clinical imaging center at Imperial College London. Intel runs "tablets" at five major universities where it nurtures disruptive inventions such as photonic devices that can expand Moore's Law. And Eli Lilly's R&D uses innovation broker InnoCentive to find freelance chemists who can solve scientific bottlenecks.

* Market anywhere to maximize profitability of intellectual assets. Networked innovation firms will leverage all of their intellectual property--40 percent of new consumer packaged goods fail at launch, and 70 percent of chemical inventions never make it to market. Innovation marketplaces like Yet2.com allow manufacturers such as Bayer to put their patents associated with failed or aborted innovations into play online, striking intellectual property licensing agreements across industries and around the globe. Philips Electronics recently revamped its innovation exploitation strategy, licensing intellectual property with rivals and financing startups that can transform its inventions into disruptive innovations for non-core markets.

Case in point: Boeing. Innovation is Boeing's only option to meet its defense clients' need to wage electronically networked warfare against global terrorism. But to deliver innovations such as total systems solutions to the U.S. Department of Defense, Boeing needs multi-disciplinary expertise well beyond the scope of Phantom Works, its R&D team. And to recoup some of the billions of dollars spent developing sophisticated high-tech systems like Connexion, Boeing wants to license its IP to others. Looking to expand its talent pool for new innovations and market reach for existing inventions, Boeing set up two organizations: Boeing Ventures--an innovation broker and financier that sources inventions from all of Boeing's businesses, other industries, academia, and IP Business--which licenses Boeing's IP to other firms. Recently, IP Business licensed an automatic knot-tying device that was transformed into a product by Phantom Works using an external invention sourced by Boeing Ventures.

Anticipate as well as respond to change to drive risk-resilient innovation. Surprises and volatility characterize the invention-to-innovation path as customer needs change by the minute, technologies emerge out of the blue, and competitors truncate market life cycles overnight. To avoid being caught off-guard by changes in demands and

technology, firms adopting networked innovation will (Figure 3):

* Anticipate risks and opportunities. Proactive firms seek insight into market shifts by unleashing an army of scouts that tracks leading indicators--such as a rival's deal with Hollywood that signals new promotional items or a new bill in Congress that could open up new markets. The scouts apply both technology and personal contacts to track disruptive inventions and apply existing inventions across regions and industries. For example, Yamaha's London associates work with leading-edge musicians to explore the future of music. And P&G's 80 tech entrepreneurs scout long-term opportunities for P&G's inventions across industries--as well as identify market shifts that could disrupt P&G's existing innovations.

* Respond flexibly to market changes. Firms will replace linear concept-to-launch processes such as stage-gate analysis with more flexible alternatives--like iterative cycles that postpone final design decisions until later in the development cycle. At firms like HP and Benetton, R&D creates several sets of design options but doesn't select one for implementation until it has to, using the latest market information to reform the choice.

* Accelerate learning across innovation network partners. Networked innovation players hone their innovation insights by exploiting past experiences from inside and outside their firm. If Pfizer didn't try to learn from its clinical trial doctors why patients hold onto their samples of its sildenafil--despite the drug's failure as a cardiovascular medicine--it would have never launched its blockbuster Viagra. And in addition to more revenue, Boeing finances and brokers its intellectual property to third parties in the hope of garnering new knowledge and insights that can yield more inventions when fed back to Boeing's own R&D.

Case in point: Toyota. Toyota has honed its anticipatory skills and innovation responsiveness in a number of ways, including listening posts that look for innovation insights on the horizon. And networked learning internally comes from cross-departmental job rotation, oobeya (group brainstorming to improve innovation effectiveness), and kaizen.

New technologies enable networked innovation

Manufacturers can't meet their networked innovation needs using phone, fax, and e-mail. Instead, the successful firms will invigorate their invention-to-innovation cycles by tapping new technologies that (Figure 4):

* Deliver customer-valued innovations. To get the right innovation to market, firms must use tools such as CoCreate and Affinnova to engage customers--both mainstream and lead users--from concept to launch. For instance, P&G used Affinnova's solution to refine its Tampax packaging design based on direct customer input, leading to a 2 percent gain in market share with the Tampax relaunch. And durable goods makers such as Komatsu and Siemens gain insight into customers' service needs by tracking product usage via X Internet sensors from Ember and Questra.

* Network with new innovation sources and markets. Firms use tools such as Tacit Knowledge Systems and Soptheon to identify hidden talent and ideas inside their organization. For example, Teijin Twaron collects, screens, and advances ideas for new products and applications submitted by the Japanese firm's 1,100 employees. And firms like Boeing also work with brokers such as AzTE and InnoCentive to source innovation from academia and freelance inventors--as well as plugging into intellectual property marketplaces like Yet2.com to identify new markets for their intellectual assets.

* Anticipate as well as respond to market shifts. Firms use broad sources of information to create visibility into innovation activities. Senior executives at Bristol-Myers Squibb (BMS) now rely on an innovation dashboard powered by SAP's xApp Resource and Program Management to track all aspects of R&D projects moving through the pipeline. BMS can perform what-if analysis--like what impact an accelerated clinical trial in Brazil might have on its New Jersey labs--and reprioritize the project portfolio dynamically. And Dow Chemical tapped ClearForest to discover previously unfamiliar scientific insights that helped the manufacturer's scientists develop its SILK product in weeks rather than years.

Retrofitting metrics and incentives

Traditional innovation metrics such as the number of new products launched per year and R&D incentive systems based on patents filed will not support network innovation. To win in emerging innovation networks, firms must retool their performance measures and incentive systems to shift the focus of innovation:

* From supply push to demand pull. Instead of touting the number of innovations in their annual reports, manufacturers should use metrics that indicate demand-related innovation successes. These might include the number of right products launched at the right time, warranty expenses per R&D staff, returns by unsatisfied customers, and profit per product sold. To get the right solutions to market, Kimberly-Clark's R&D is using SAP xApp Product Definition to capture requirements directly from more than 60 Influence Council customers in consumer packaged goods and high-tech.

* From patent hoarding to uninhibited intellectual property licensing. To avoid calamities like Sony's loss of the 1980s video-standard wars despite its technically superior Betamax, firms must use measurements that track the overall return on their intellectual assets like patents and trademarks. This might include tying sales and marketing bonuses to success at brokering internal intellectual property to external buyers. Air Products and Chemicals credits licensing revenues to its business units whose marketing managers regularly meet with their R&D peers to identify new licensing opportunities for in-house inventions.

* From not-invented-here to best-from-anywhere. Manufacturers can't expect to seek external innovation without ruffling in-house R&D's feathers. But firms can lay the groundwork for their source-from-anywhere strategy by rewarding proud scientists and engineers for heeding others' ideas and perspectives inside their organization first. Manufacturers can learn from Verizon--which puts 1 percent to 2 percent of its IT R&D group members deemed "innovators" into a two-year rotation program across different Verizon departments, where they gain valuable business insights, helping them apply inventions to aid in innovations.

* From process-efficiency to market-responsiveness. Rigorous methodologies like stage-gate analysis are rooted in efficiency-seeking metrics (such as the number of ideas funneled into the development pipeline) that fail to support market responsiveness. Flexibility-seeking firms should emulate Whirlpool, which--while relying on stage-gate analysis for incremental innovations--employs a fast-track process to support concept-to-launch velocity of breakthrough innovations. Smart firms like Whirlpool set aside a funding pool to support such risky, on-demand innovation projects and measure their speculative returns using risk-adjusted net present value methods and real options analysis.

* From technology-prowess to customer-value-creation. To keep engineers desperately seeking technology perfection in their innovations from ignoring the customer, firms will create incentives that focus on aspects such as user friendliness. Philips CEO Gerard Kleisterlee is instituting a new innovation philosophy--"designed around you"--aimed at creating products deemed by customers as easy to purchase, use, and dispose of. Philips will verify its design team's adherence to this new philosophy by closely tracking how many home networking products are returned because consumers can't get them to work --or delays in customers' purchase of Philips' digital cameras because they saw them as too complicated. And GE's design for Six Sigma principles for new scanners and power turbines aim less at scientific breakthroughs and more at lowering the total cost of ownership for customers--rewarding R&D for reducing the cost of device downtime for customers and increasing customers' profit per hour of equipment throughput.

Innovation networks balance innovation demand with worldwide supply

Business Model Specialization

Inventor	Intellectual powerhouses that conduct basic science research and/or design products and services that result in patentable inventions.
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	Example: MIT, IDEO, SRI, GE Global Research, KAIST, Celera, Oxford, Microsoft Research, HP Labs, CNRS, Persistent, IIT
Transformer	Multifunction production and marketing services that convert inputs from Inventors and other Transformers into valuable business innovations for either internal or external customers.
	Example: Dell, Pfizer, BP, Merrill Lynch, SAIC, IBM, Infosys
Financier	Funding source for Innovation Network service providers--especially Inventors and startup Transformers. Financiers will seek to own intellectual property rights for inventions.
	Example: Cargill Ventures, Silicon Valley Bank, Garnett & Helfrich Capital, InterActiveCorp, ICICI Bank, Vulcan, IP21PO
Broker	<p>Market makers that find and connect Innovation Network service providers --buying and selling or enabling service delivery both within and among companies.</p> <p>Example: Knowledge Campus, yet2.com, PLX Systems, Big Idea group, InnoCentive, Evalueserve, ISTC, Intellectual Ventures, P&G's Technology Entrepreneurs, DCMA, METI, TiE</p> <p>Networked innovation drives flexibility and velocity</p> <ol style="list-style-type: none"> 1. Engage customers as partners. Actively seek customer input to optimize idea generation, development, and commercialization of inventions. 2. Source and market anywhere. <p>Scout talent and ideas across functions, firms, disciplines, and geographies; Broker and finance innovations in non-traditional markets.</p> <ol style="list-style-type: none"> 3. Anticipate as well as respond to changes. Use leading indicators and 'scouts' to track emerging risks and opportunities--and respond to them flexibly. <p>Figure 2. IBM's networked innovation maximizes its return on assets.</p> <ol style="list-style-type: none"> 1. Engage customers as partners. IBM's On Demand Innovation Services group works closely with clients like Finnair, Mayo Clinic, and Raytheon to transform IBM's inventions into client-specific innovations. 2. Source and market anywhere. <p>IBM has opened major R&D labs in India and China. IBM is financing On Demand Supply Chain Research labs at four major universities. IBM has racked in \$10 billion in IP licensing since 1993.</p> <ol style="list-style-type: none"> 3. Anticipate as well as respond to changes. <p>* Insights from client engagements will allow IBM to anticipate innovation trends.</p> <p>* IBM collapses invention-to-innovation cycles using cross-functional solution delivery processes that cut across its R&D, software, hardware, and services groups.</p> <p>Source: Forrester Research Inc.</p> <p>Figure 3. Networked innovation requires anticipation and flexible response.</p>

Traditional innovation processes

Networked innovation processes

<p>Anticipate</p> <ul style="list-style-type: none"> * No anticipation: caught off guard by changes in customer demand, technology shifts, and new competitive offerings 	<p>Anticipate</p> <ul style="list-style-type: none"> * Leading indicators predict future changes * "Army of scouts" track disruptive market shifts and seek new market opportunities
<p>Respond</p> <ul style="list-style-type: none"> * Linear invention-to-innovation processes prevent rapid response to changes * Inability to act on new opportunities 	<p>Respond</p> <ul style="list-style-type: none"> * Iterative development processes push design freeze until close to product launch * Fund project to capture new opportunities
<p>Learn</p> <ul style="list-style-type: none"> * No Learning mistakes are repeated * Knowledge-hoarding * Learn by doing through expensive prototypes and botched market launches 	<p>Learn</p> <ul style="list-style-type: none"> * Simulation of future risks and experimentation with new opportunities * Learning is a continuous and collaborative effort--with knowledge and insights flowing freely among innovation partners

Source: Forrester Research Inc.

Figure 4. Firms need new technology to revitalize invention-to-innovation cycles.

Engage customers as partners

Requirement	App capabilities needed to meet this requirement
Incremental innovation by mainstream customers	<ul style="list-style-type: none"> * Online surveys to gauge pros/cons of potential features * Large-scale consumer validation of prototypes * Mining of customer complaints and suggestions to proactively identify areas of improvement
Breakthrough innovations driven by lead users	<ul style="list-style-type: none"> * Secure online workspaces where lead-user firms can share insights and knowledge on their innovation * Virtual collaboration platform that allow globally-spread, lead-user customers to co-invent new offerings
Customer-value focused innovation	<ul style="list-style-type: none"> * Interactive tools that let buyers of custom solutions work with R&D--not sales reps--to define their needs * Stimulate customer's life-cycle experience with the innovation -from its purchase to support to disposal

Source and market anywhere

Unearth * Services that identify and locate internal experts

innovation insights within tools that can collect and analyze	across regions, divisions, and product units * Idea management ideas submitted by thousands of employees
Seek know-how across industries and disciplines	* Multi-attribute sourcing ability to establish "functional equivalence" among cross-industry suppliers' offerings * Search tools to locate experts across many disciplines * Support scientific knowledge sharing across domains
Source IP from academia and niche inventors	* Ability to qualify and screen independent inventors * Bullet-proof security to protect online ideation * Technology listing and buyer/seller matching * Valuation and dispute resolution services
Market anywhere to maximize profitability	* Ability to qualify and screen IP buyers * Escrow and dispute resolution services * Valuation, listing, and search based on intended use * Automated matching mechanisms like forward auctions
Anticipate as well as respond to changes	
Anticipate risks and opportunities	* Patent analysis that predicts if new invention infringes existing and future patents and suggests remedy * Predictive analytics to project evolution of technology life cycles and financial impact of market disruptions * Advanced valuation tools to kill risky projects early
Flexible response to changes	* Ability to reprioritize innovation projects on the fly and reallocate innovation resources dynamically * Design tips and shortcuts to fix scientific bottlenecks and accelerate invention-to-innovation cycle
Shared learning	* Collect and share experiences from past innovation failures and successes, inside and outside the firm * Support for design-for-manufacturability and design-for-serviceability
Requirement	Example Vendors
Incremental innovation by mainstream customers	Affinnova, Intelliseek, Active Decisions, SAS, IBM, Agile, Spotfire, Questra, Epiphany

Breakthrough innovations driven by lead users Avalanche Corporate Technology Cooperative, IDEO, IBM, Fitch, CollabNet

Customer-value focused innovation CoCreate, Moldflow, Sopheon, Technomatix, NinaTek, Questra, IDEO, Fitch

Source and market

Unearth innovation insights within IBM, Microsoft, Tacit Knowledge Systems, Imaginatik, Mindjet, Akiva, BrainBank, OAS

Seek know-how across industries and disciplines Formation Systems, MatrixOne, UGS PLM, Science Tools, IBM, MicroPatent, AskMe

Source IP from academia and niche inventors Arizona Technology Enterprises, yet2.com, InnoCentives, IP21PO, NineSigma, UVentures

Market anywhere to maximize profitability PLM Systems, Evalueserve, yet2.com, NineSigma, InnoCentives

Anticipate as well as respond to changes

Anticipate risks and opportunities ClearForest, Invention Machine, Evalueserve, Icosystem, Capgemini, SAP, NuTech solutions

Flexible response to changes Invention Machine, Formation Systems, UGS, PLM, SAP, IBM, SAP, Microsoft, Gensym

Shared learning IBM IDe, Sopheon, Formation Systems, UGS PLM, NinaTek, Spotfire, AspenTech

Source: Forrester Research Inc.

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COMPANY NAMES: International Business Machines Corp.--Innovations; International Business Machines Corp.--Supply and demand; Boeing Co.--Innovations; Boeing Co.--Supply and demand

INDUSTRY CODES/NAMES: BUSN Business; ENG Engineering and manufacturing industries; HRLR Human resources and labor relations

DESCRIPTORS: Technological innovations--Economic aspects; Computer industry--Innovations; Computer industry--Supply and demand; Aerospace industry--Innovations; Aerospace industry--Supply and demand

GEOGRAPHIC CODES/NAMES: 1USA United States

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CONCORD, Mass. -- Integrated Development Enterprise, Inc. (IDe(R)), the leading provider of integrated development chain management (DCM) solutions, today announced that it secured \$13.25 million in venture capital funding from five firms. Led by new investor Tudor Ventures, the funding partners also include Dominion Ventures, Flagship Ventures, HarbourVest Partners LLC, and management consultants PRTM. IDe will use the funds to increase its market share with ongoing marketing and sales activities.

IDe's software is being implemented at companies such as Avaya Inc., Crompton Corporation, Donaldson Company Inc., Honeywell Automation & Controls, MTD Products Inc., Owens Corning, and Shure Incorporated.

The IDe solution helps companies turn product strategy into product success by automating and integrating the key management activities of product development, including idea, portfolio and pipeline, resource, project and program, process, time, and partner management, as well as management of related product development financials and reports. Real-time integrated development allows companies to maximize product throughput, increase development productivity and predictability, achieve faster time to market, and realize process excellence. IDe solutions also help companies manage corporate portfolios and enterprise initiatives beyond new product development, such as information technology, capital projects, advanced product quality planning (APQP), and Six Sigma.

Development chain management, also referred to as product portfolio management or product chain management by industry analysts, acts as the business layer of product lifecycle management (PLM). According to Kevin O'Marah, vice president of AMR Research, "Product portfolio management is emerging as one of the highest impact areas of a comprehensive PLM strategy. This is true across industries and up and down the scale of company size." (AMR Research report, "Product Portfolio Management is About Risk Management Not Business Process," December 5, 2002)

To manage the development chain effectively, product companies need a comprehensive set of integrated capabilities. "Product development companies that want executive teams to be able to make better product decisions should short-list tools from vendors that offer not only core portfolio management functionality but also a combination of additional functionality such as enhanced project management and resource management functionality, idea management and support for phase-gate product development methodologies," said Erica Rugullies and Margo Visitacion, senior industry analysts in the Giga Information Group report "Making Sense of the Converging Portfolio Management Market," September 2002.

"Our goal is to be the standard enterprise application used to manage the business of developing products," said Rich Moore, president and CEO of IDe. "This new financing will allow us to add new customers and to expand within our installed base at a faster rate."

"We only invest in growing companies who have a large market opportunity," said Bob Forlenza, managing partner for Tudor Ventures. "Our research indicates that there is a huge untapped market for solutions that help product companies maximize their R&D investment. We are committed to help IDe increase its footprint in the market."

"As an existing investor, we are pleased to be increasing our investment in IDe," said Stephen Ricci, partner of Flagship Ventures. "In these economic times, we are cautious as to where to invest our funds. We think that IDe is a great company and positioned to exploit its lead in the market."

"Product companies need to develop new products to drive revenues," said Michael McGrath, managing partner for PRTM. "The IDe solution gives product developers a better method by which to align decision-making, balance portfolios, minimize pipeline bottlenecks, manage risk and allocate resources. At PRTM, we see growing demand for the IDe solution, even in a slow economy."

About IDeIDe is the leading provider of development chain management (DCM) solutions for integrated product development. With IDe's patent pending solution, companies can more profitably manage the business workflow of integrated product development(TM) and maximize their return on investment in product development. <http://www.ide.com/>

About Dominion Ventures

Dominion Ventures is a venture capital company uniquely positioned to meet the needs of growing companies by providing expansion capital. Founded in 1985, Dominion Ventures was created with the goal of providing capital and value-added resources to private companies in the information technology, communications, life sciences, healthcare, and service industries. Its affiliated company, Dominion Capital Management, provides venture leasing. In the past fourteen years, Dominion and its affiliate have invested more than \$270 million in 160 companies combined.

<http://www.dominion.com/>

About Flagship Ventures

Founded in 1999, Flagship Ventures is an entrepreneurship and venture capital firm comprising a family of funds: OneLiberty Funds, AGTC Funds and NewcoGen Group. They currently invest from \$400 million in funds raised in 2000 and manage a total pool of committed capital approaching \$600 million. The Flagship Ventures team consists of 32 professionals focused on creating, financing and building companies in the life science, information technology and communications sectors. Complementing their internal team is an extensive network of Advisor Partners who are actively engaged in evaluating, and often co-founding, new ventures.

<http://www.flagshipventures.com/>

About HarbourVest Partners

HarbourVest Partners, LLC, is a global private equity investment firm. It was founded in 1997 to assume the business of Hancock Venture Partners, Inc., which was formed in 1982. HarbourVest is 100% owned by its twelve managing directors. HarbourVest invests in all types of private equity funds, including venture capital and leveraged buyout funds, and also directly in operating companies. HarbourVest currently manages investments in North America, South America, Europe, Asia, Australia and Africa. <http://www.harbourvest.com/>

About PRTM

Pittiglio Rabin Todd & McGrath (PRTM) is the leading management consultancy to the technology industry. PRTM helps technology companies structure their strategies, their organizations, and their core business processes for competitiveness, profitability, and growth. Since its inception in 1976, the firm has worked with over 1,000 technology companies in over 5,000 engagements worldwide. <http://www.prtm.com/>

About Tudor Ventures

Tudor Ventures is the venture capital and private equity arm of Tudor Investment Corp., an internationally recognized diversified investment management firm with \$6 billion in assets. Tudor has been investing in venture capital and other private equity opportunities since the early 1990s. Over this time, Tudor and its principals have invested in

over 75 companies, with a strong record of investment success, and the firm currently manages over \$500 million in capital.

<http://www.tudorventures.com/>

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New Version of Sopheon's Accolade Improves Business Impact of Innovation and Product Development.

Business Wire, 2319

Sept 16, 2002

LANGUAGE: English RECORD TYPE: Fulltext
WORD COUNT: 1127 LINE COUNT: 00160

TEXT:

Business Editors & Technology Writers

MINNEAPOLIS & LONDON--(BUSINESS WIRE)--Sept. 16, 2002

Industry-first product development system integrates software and human expertise to strengthen idea management and provide concept-to-commercialization decision-making support

Sopheon, the international software and services company, today announced the latest version of its Accolade product development software system. Features being introduced in Accolade version 4.0 provide decision support throughout the product development cycle. Benefits include generating more and better product ideas, separating winners from losers before costly developmental resources are spent, and moving commercially viable products to market faster.

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Sopheon's Accolade version 4.0 is the industry's first product development system that integrates human-based decision-support services and process-enabling technology. Highlights of Accolade 4.0 include:

-- an Idea Management and Screening module that allows organizations to generate, manage and objectively evaluate product ideas and seamlessly move the most commercially promising concepts into project pipelines;

-- a Knowledge Network module that integrates access to internal and external information and human expertise, including a proprietary network of leading authorities in more than 30,000 areas of science and technology, that enables users to efficiently obtain the answers and analysis they need to make informed process and project decisions; and

-- "smart document" technology that automates and accelerates the creation of project plans, status reports, and other key process deliverables, thereby dramatically reducing the amount of time product development team members spend on administrative tasks.

"Companies cannot afford to ignore the reality that product development is one of today's most critical business processes," said Ken Amann, Director of Research at consulting and research firm CIMdata.

"Forward-thinking firms are moving aggressively to make the right choices to improve innovation and product development. Sopheon has differentiated itself in the product life-cycle management (PLM) solutions market by addressing two critical areas of challenge. The first is helping executives and project managers make better decisions on where and how to invest their product development resources. The second is helping to remove administrative burden and other impediments to efficient execution of tasks within the process. The capacity of Sopheon's Accolade to provide advanced decision support across the product ideation and development processes can be a key contributor to driving revenue from new products."

Research has shown that it takes nearly 300 ideas to achieve a single successful ***product*** . Accolade's new ***Idea*** ***Management***

and Screening module strengthens idea generation by simplifying the submission process and making it broadly available via the Accolade system or a company's intranet. The module can also facilitate submission of ideas by sources outside the organization, such as clients, suppliers and partners. Once entered, ideas are channeled into an automated tracking system, as well as archived for ongoing access and possible reuse. Decision-support capabilities within the Idea Management and Screening module are designed to ensure objective, appropriately thorough assessment of each idea submitted. Included are customizable scorecards that solicit, record and tally idea evaluations, and a benchmarking tool that can predict the success or failure of proposed product or service concepts with 84 percent accuracy.

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Sopheon (LSE:SPE) is an international provider of software tools, experts and content that help organizations improve the business impact of product development. Sopheon serves nearly half of the technology-driven companies on the Fortune 500, enabling higher, faster return on innovation and product development investments through technology and human-based decision support. The company's products and services include its flagship Accolade(R) product development system, the award-winning Teltech.com(R) Web-based research portal for technical and business professionals, and Organik(R) expertise-sharing software. Sopheon is listed on the Alternative Investment Market of the London Stock Exchange and on the Euronext in the Netherlands. For more information, please visit www.sopheon.com.

Industry Comments

Abbott Laboratories Inc.
<http://abbott.com/>

"Our business success hinges on having processes that can efficiently deliver a consistent stream of new products with real competitive advantages. Sopheon's Accolade 4.0 is a product development process solution that facilitates innovation, allows the capture and reuse of knowledge, improves project-related communication and provides unprecedented levels of decision-making support. When it comes to enabling the critical aspects of the product development cycle, Sopheon's Accolade system is a very powerful solution."

Jerry Groen
New Product Process Manager
Abbott Laboratories Inc.

Acist Medical Systems
<http://www.acist.com/>

"Our initial implementation of Sopheon's Accolade system provided us a way to introduce a structured, state-of-the-art product development process into our organization, reduce our costs and deliver on our aggressive product development schedule. The system capabilities added through our upgrade to Accolade 4.0 increase our ability to capture, manage and evaluate a stream of innovative ideas that will contribute to our achieving company growth goals and expansion into new markets."

Peter DeLange
Director of Product Development
Acist Medical Systems

Cargill
<http://www.cargill.com/>

"Since adopting Sopheon's Accolade less than a year ago, we've achieved significant reductions in the time and money it takes to move product ideas from concept to commercialization. We expect Accolade 4.0 to help us improve further both in process implementation and critical decision-making. Its templates for key deliverables, and its

built-in, best-practice guidelines on the 'what' and 'how' of individual process responsibilities will promote performance consistency and ensure that essential information is available to support strategic gate decisions throughout our product development cycle."

Theo van den Abeele
European Director of Research and Development
Cargill

Product Development Institute
<http://www.pdinstitute.com/>

"Automating the product development process provides efficiencies that help reduce cycle time and improve process adherence. But in the end, product development success is measured by the business impact of the strategic decisions that are made within the process cycle. Sopheon's Accolade 4.0 provides more than just process automation. It has the capacity to dramatically improve the speed and quality of product development decision-making by providing critical decision support within the stages and gates of the process."

Dr. Robert Cooper
Co-founder of the Product Development Institute
and Creator of the Widely Used Stage-Gate
Product Development Process

Glatfelter (NYSE:GLT)
<http://www.glatfelter.com/>

"As an Accolade user, we've seen the many benefits of the system's unique process automation capabilities. But version 4.0 takes the software to a whole new level. For us, one of its most important values will be its ability to track product, marketing and manufacturing data from disparate repositories within our organization and automatically draw that data down to pre-populate custom Web forms available within the system. We expect that this capability will lessen our administrative burden and substantially reduce the amount of time it takes for team members to prepare reporting and decision documents for gate meetings. Accolade supports our efforts from ideation and cycle management to knowledge capture and reuse. It's the only solution we know of that can help us improve performance and results across the entire scope of the product development process."

Scott Mingus
Director of New Product Development
Glatfelter

SAPPI (NYSE:SPP)
<http://www.sappi.com/>

"The (Accolade) system joins our seven mills with three central offices across five countries, enabling us to streamline the coordination of our product development. This supports our innovation initiatives and allows us to increase the development of our best-quality ideas. It also boosts our ability to manage the assessment of ideas using Web scorecards to standardize the screening process, reducing the amount of time it takes to collect objective feedback from our evaluation team, prioritizing those ideas with the greatest commercial potential and moving them into our project pipeline."

Math Jennekens
Director of Research and Development

INDUSTRY CODES/NAMES: BUS . Business, General; BUSN Any type of business
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McKie, Stewart
Intelligent Enterprise, 7, 2, 32(4)
Feb 7, 2004
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Innovation is the wellspring of future prosperity. It's often associated with creativity and inspiration, hardly the domain of information technology. But IT products exist that help spur new ideas and, just as important, keep those ideas from dying on the vine. This part two of a three-part series on innovation management directs you to those products that support inspiration and development of ideas that bring business revitalization.

THE COST COMPONENT of the profit equation has received most of the attention in the past three or so years. But cost-cutting is now yielding diminishing returns. Furthermore, the strategic value of reducing costs has been neutralized by the fact that everyone has done a pretty thorough job of it. Going forward, improving business outcomes will depend more on attending to the revenue side of the equation. To increase revenues, we need to be able to innovate.

The technology sector continues to invest heavily in research and development (R&D). IBM, Microsoft, and Hewlett-Packard lead the way with more than \$4 billion each in R&D spending according to their most recent fiscal year reporting. But the business of innovation is not just about R&D; it's about using innovation management technology at all levels and in all operational domains of an organization.

In part 1 of this series on innovation management, I defined innovation and its value, considered innovation as a business process, and outlined Gartner's five categories of innovation management products (see Resources). In this part, I discuss the technology used to automate parts of the innovation process: environmental scanning, road mapping, creative thinking, and idea management.

ENVIRONMENTAL SCANNING

Environmental scanning is "the acquisition of information about events, trends, and relationships in an organization's environment, the knowledge of which will be of assistance to top executives in identifying and understanding strategic threats and opportunities," according to F.J. Aguilar (see Resources). As far back as 1988, studies indicated that an estimated 53 percent of multinational companies had formal in-house scanning capabilities.

Businesses often use environmental scanning to underpin competitor intelligence and reputation management initiatives, as well as to monitor "megatrends," trends of widespread and major impact. They also use it to track the "weak signals" of emerging trends and to look out for "wild cards"--left-field events that may significantly affect the business.

Environmental scanning involves more than regular keyword searches on Google or other search engines. Traditionally, the starting point for a scanning process was the newspaper clipping service, which was usually outsourced even in the pre-Internet days. Today Internet business service

providers such as Nexcerpt and CyberAlert use software agents to search online publications, Web sites, newswires, and newsgroups to find information of interest using keywords you supply.

However, most services go beyond using mere collections of keywords as the basis for a search and let you define complex Boolean queries, assign priorities to different information themes, restrict the scope of sources covered, and add content and context to the reports produced by the service before they are distributed by email to internal audiences within your organization.

Environmental scanning is an essential foundation for your own innovation process, as well as a means to track that of your competitors.

ROAD MAPPING

How a business uses environmental scanning can be driven by or contribute to its product or organizational road maps. Technology companies, and especially software companies, are major advocates of road mapping, a technique that helps create a combined strategic, product, and marketing perspective for the stakeholders involved in delivering innovation. Road-mapping software is important to innovation because it helps to define, update, and visualize the route toward realizing an innovative product, service, or organizational change.

As more and more businesses operate as part of value webs--collaborative networks of business partners and customers that exploit their combined knowledge to create new kinds of products and services--clear road maps have become vital to keep all participants synchronized. Value webs generally include a driving brand leader, around which the other participants cluster. For example, the software supplier would be the leader in a value web that includes customers and business partners, such as value-added resellers (VARs) and independent software vendors (ISVs). In order for these participants to feel comfortable about their participation in the value web, they depend on regular and transparent roadmaps provided by the brand leader. Without these road maps, an innovative product or service may fail to execute on its vision, solely due to poor communication.

According to the 2002 "Roadmapping Software Survey Report" by the University of Cambridge Centre for Technology Management (see Resources), a software solution for technology road mapping is likely to consist of two major components:

- * A graphical presentation tool for displaying the road-mapping data
- * A central database/repository for storing the road-mapping data.

It's possible to use generic tools such as Microsoft PowerPoint or Microsoft Project to visualize individual road maps or to store the road-map steps and the links between them. But where road mapping is established as an integral part of corporate strategy development, more sophisticated software is required, such as Geneva Vision Strategist and Vision Synergy from the Learning Trust. Motorola uses this software to manage a strategic road-mapping effort that keeps track of some 10,000 future development programs. To find out more about this software, visit the Purdue University Center for Technology Roadmapping. (See Resources, under The Learning Trust).

Road-mapping software helps to create a workflow for innovation execution. This workflow helps all stakeholders understand what is being delivered and what their roles are in delivering it.

(ILLUSTRATION OMITTED)

CREATIVE THINKING

The "sparking" process I outlined in part 1 of this series depends on an organizational culture that values systematic creative thinking initiatives, which in turn can benefit from software designed to support specific activities such as brainstorming and mind mapping. It's also important to remember that capturing the results of creative thinking is as much dependent on hardware as on software, and the whole process can benefit from the provision of the right kind of creative space.

No creative thinking session should be without an interactive whiteboard like the Smart Board from Smart Technologies Inc. or a whiteboard enhancer such as Mimio from Virtual Ink Corp. (See "Interactive

"Whiteboard" in Resources.) And if you don't want to lose your latest business or product idea scribbled on a napkin, then a digital pen like the Logitech IO from Logitech Inc. might help. Or, better still, use your palmtop or Tablet PC to capture your doodles.

Providing access to this kind of hardware in a space designed for interactive working is also likely to pay dividends. Stanford University is one academic institution that is studying the kind of interactive workspaces that can assist with creative thinking (see Resources). The university has created a prototype "iRoom" that it uses to experiment with new ways of creatively working together.

One kind of brainstorming software is provided by ParaMind Software. ParaMind takes your input in the form of a block of text and generates a mass of alternative versions of that text from which some new perspective might be gained. This approach helps to uncover possibilities but is rather limited in terms of taking them further.

Alternatively, IdeaFisher from IdeaFisher Systems Inc. uses a "stream of consciousness" technique in which you type in a word or phrase or answer a question posed by the software. You then explore the associations provided, record the results, and loop back to the beginning, using a new word generated by IdeaFisher. This iterative looping helps create forward momentum in the brainstorming process.

Other approaches are the "flash card" and "concept scrambler" offered by IdeaCue (a division of Macroworks). IdeaCue is particularly suited to "new-old" innovation: improvements and enhancements to existing products. An electronic flash card displays random improvement ideas, one after the other. The concept scrambler combines multiple ideas; you determine if a particular combination sticks. All these approaches--respectively categorized as explosive, iterative, or combinational--have their place in terms of jump-starting or maintaining the momentum of a brainstorming effort.

These kinds of products are great for individual brainstorming and face-to-face meetings, but what about virtual brainstorming with groups collaborating over the Internet? That's where online services such as Facilitate.com come in. These services let remote participants brainstorm together via their Web browsers using functions such as electronic flipcharts to collect, categorize, and prioritize topics. Plus, they support online voting, surveys, and chat rooms to help you further focus and develop the topics raised. You could also leverage more generic Web conferencing, video conferencing, and online meeting services such as WebEx or even a Microsoft SharePoint portal to achieve similar results. Broadband connectivity and restrictions on corporate travel make these kinds of products more realistic and valuable alternatives to the traditional brainstorming session.

But creative thinking isn't just about language and text. It also benefits from visualization. There are a number of brainstorming tools, including those focused on Tony Buzan's Mind Map techniques, that can help with visualization. Some of these tools, such as Smart-Draw, simply offer collections of symbols and connectors that help you create various types of mapping diagrams using a drag-and-drop paradigm. More specialized tools, such as Mindjet's MindManager or SimTech Systems Inc.'s MindMapper, enable you to create, display, and convert root-and-branch type mind maps to better visualize ideas and plans that you can easily update or reorganize to reflect changing realities or priorities. Creating mind maps is also an ideal application for use on the latest generation of tablet PCs.

There's no doubt that brainstorming and mind-mapping software are more likely to generate a broader and deeper range of innovation possibilities than simply a room full of people and a blank flip chart. And most of this software is very inexpensive.

IDEA MANAGEMENT

In the preceding sections I covered some technology that helps automate the "upstream" end of the innovation cycle. Now let's look at idea management, which automates at the downstream end of the cycle by developing ideas so that they can eventually be "monetized" as Mark Turrell, CEO of Imaginatik so vividly put it.

Imaginatik is one of the pioneers of idea management, which might be described as the business process of making money from ideas. Once environmental scanning has uncovered opportunities or threats and the activities of road mapping and creative thinking have generated some interesting innovation possibilities in the form of ideas, you then have the raw material for idea management.

Idea management encompasses much more than online employee suggestion boxes, Web-site frequently asked question (FAQs), and other kinds of online feedback systems--although all of these should be considered as potential input sources for an idea management process. Imaginatik's Idea Central and Idea Chain products are representative of the new generation of idea management applications that go beyond these limited point solutions.

You'd use Idea Central to collect ideas, evaluate them, and develop their potential; to create an "idea-base" to be browsed and searched; and to manage the workflow aspects of moving an idea through a development pipeline. Idea Chain complements Idea Central by bringing customers, suppliers, and research partners into the loop and helping manage intellectual property rights.

Both products help to support Imaginatik's six-stage idea management process, which includes:

- * Challenging employees to generate ideas focused on specific business issues
- * Generating ideas based on a positive attitude to idea submission and feedback
- * Capturing ideas in a central place so they are easy to find, classify, and search
- * Sharing ideas to stimulate discussion and encourage peer review and feedback
- * Exploiting ideas by scoring them and facilitating a decision-making process
- * Measuring success by reporting and monitoring key performance indicators.

Other vendors see idea management slightly differently. For example, Akiva's spin on idea management is called Enterprise Innovation Management. As Akiva sees it, "Enterprise Innovation Management (EIM) is a system for organizing, tracking, and deploying ideas. With an EIM process, an organization can collect ideas from employees, customers, suppliers, and industry groups to dramatically improve business performance for rapid innovation and reduced expenses." And the way that you achieve this goal is by combining light-weight communications models such as message boards, instant messaging, and group chats with more established communication channels such as Web publishing, document management, and mailing lists. Here, idea management is viewed much more as a community-based paradigm that benefits from the input and feedback of a wide range of stakeholders in the idea generation and development process.

Idea management looks like one of those applications whose time has come. After all, many businesses have spent a fortune on call-center and customer service software that is designed to fix problems. Surely it's time to start spending more on technology designed to create innovative solutions?

Idea management applications can be used to develop any kind of idea, but for specific kinds of idea management--focused on delivering a new ***product*** or service--a vertical solution is required. In the third and final part of this innovation management series, I'll cover some applications specifically designed for managing product innovation, which claim to manage the complete innovation life cycle, end to end.

IMPERATIVE 8

Facilitate stronger intraorganizational communication and collaboration through IT systems and services.

For a complete list of imperatives for the intelligent enterprise, visit IntelligentEnterprise.com.

RESOURCES

Part 1: "Let Innovation Thrive," Jan. 1, 2004:

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SimTech Systems: www.mindmapper.com
SmartDraw: www.smartdraw.com
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Stanford University iWork project:
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WebEx: www.webex.com

STEWART MCKIE is an independent consultant and technology writer specializing in analytic, enterprise resource management, and Web services applications. Reach him via his Web site at www.cfoinfo.com

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New Version of Sopheon's Accolade Improves Business Impact of Innovation and Product Development-Industry-first product development system integrates software and human expertise to strengthen idea management and provide...
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About Sopheon

Sopheon (LSE:SPE) is an international provider of software tools, experts and content that help organizations improve the business impact of product

development. Sopheon serves nearly half of the technology-driven companies on the Fortune 500, enabling higher, faster return on innovation and product development investments through technology and human-based decision support. The company's products and services include its flagship Accolade(R) product development system, the award-winning Teltech.com(R) Web-based research portal for technical and business professionals, and Organik(R) expertise-sharing software. Sopheon is listed on the Alternative Investment Market of the London Stock Exchange and on the Euronext in the Netherlands. For more information, please visit www.sopheon.com.

Industry Comments

Abbott Laboratories Inc.
<http://abbott.com/>

"Our business success hinges on having processes that can efficiently deliver a consistent stream of new products with real competitive advantages. Sopheon's Accolade 4.0 is a product development process solution that facilitates innovation, allows the capture and reuse of knowledge, improves project-related communication and provides unprecedented levels of decision-making support. When it comes to enabling the critical aspects of the product development cycle, Sopheon's Accolade system is a very powerful solution."

Jerry Groen
New Product Process Manager
Abbott Laboratories Inc.

Acist Medical Systems
<http://www.acist.com/>

"Our initial implementation of Sopheon's Accolade system provided us a way to introduce a structured, state-of-the-art product development process into our organization, reduce our costs and deliver on our aggressive product development schedule. The system capabilities added through our upgrade to Accolade 4.0 increase our ability to capture, manage and evaluate a stream of innovative ideas that will contribute to our achieving company growth goals and expansion into new markets."

Peter DeLange
Director of Product Development
Acist Medical Systems

Cargill
<http://www.cargill.com/>

"Since adopting Sopheon's Accolade less than a year ago, we've achieved significant reductions in the time and money it takes to move product ideas from concept to commercialization. We expect Accolade 4.0 to help us improve further both in process implementation and critical decision-making. Its templates for key deliverables, and its built-in, best-practice guidelines on the 'what' and 'how' of individual process responsibilities will promote performance consistency and ensure that essential information is available to support strategic gate decisions throughout our product development cycle."

Theo van den Abeele
European Director of Research and Development
Cargill

Product Development Institute
<http://www.pdinstitute.com/>

"Automating the product development process provides efficiencies that help reduce cycle time and improve process adherence. But in the end, product development success is measured by the business impact of the strategic decisions that are made within the process cycle."

Sopheon's Accolade 4.0 provides more than just process automation. It has the capacity to dramatically improve the speed and quality of product development decision-making by providing critical decision support within the stages and gates of the process."

Dr. Robert Cooper

Co-founder of the Product Development Institute
and Creator of the Widely Used Stage-Gate
Product Development Process

Glatfelter (NYSE:GLT)

<http://www.glatfelter.com/>

"As an Accolade user, we've seen the many benefits of the system's unique process automation capabilities. But version 4.0 takes the software to a whole new level. For us, one of its most important values will be its ability to track product, marketing and manufacturing data from disparate repositories within our organization and automatically draw that data down to pre-populate custom Web forms available within the system. We expect that this capability will lessen our administrative burden and substantially reduce the amount of time it takes for team members to prepare reporting and decision documents for gate meetings. Accolade supports our efforts from ideation and cycle management to knowledge capture and reuse. It's the only solution we know of that can help us improve performance and results across the entire scope of the product development process."

Scott Mingus

Director of New Product Development

Glatfelter

SAPPI (NYSE:SPP)

<http://www.sappi.com/>

"The (Accolade) system joins our seven mills with three central offices across five countries, enabling us to streamline the coordination of our product development. This supports our innovation initiatives and allows us to increase the development of our best-quality ideas. It also boosts our ability to manage the assessment of ideas using Web scorecards to standardize the screening process, reducing the amount of time it takes to collect objective feedback from our evaluation team, prioritizing those ideas with the greatest commercial potential and moving them into our project pipeline."

Math Jennekens

Director of Research and Development

SAPPI Fine Paper Europe

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COMPANY NAMES: ABBOTT LABORATORIES LTD; CIMDATA INC; CIMDATA LTD; CARGILL INC; EMAIL LTD; RESEARCH AND DEVELOPMENT; AZLAN GROUP PLC

GEOGRAPHIC NAMES: EUROPE

INDUSTRY NAMES: ADVERTISING AND PROMOTION; AUTOMATION; COMMUNICATIONS TECHNOLOGIES; COMPUTER SOFTWARE; COMPUTERS; CORPORATE; CORPORATE NETWORKS ; DATA COMMUNICATIONS; INFORMATION MANAGEMENT; INTERNET; MARKETING; NETWORKS; NEW PRODUCT DEVELOPMENT; RESEARCH AND DEVELOPMENT; SCIENCE; TECHNOLOGY DEVELOPMENT

EVENT NAMES: ADVERTISING AND PROMOTION; CORPORATE FINANCIAL DATA; CORPORATE PERFORMANCE; INVESTMENT; MANAGEMENT PROCEDURES; MANUFACTURING

AND PRODUCTION; NEW PRODUCT DEVELOPMENT; PRODUCT APPLICATIONS;
PRODUCTIVITY; RESEARCH AND DEVELOPMENT; STOCKS AND SHARES; STRATEGY AND
PLANNING; TECHNOLOGY DEVELOPMENT

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IDe Fuels Growth by Securing \$13.25 Million in Venture
PR Newswire
Thursday, December 5, 2002 09:37 EST
JOURNAL CODE: PR LANGUAGE: ENGLISH RECORD TYPE: FULLTEXT
DOCUMENT TYPE: NEWSWIRE
WORD COUNT: 1,076

TEXT:
CONCORD, Mass., Dec. 5 /PRNewswire/ - Integrated Development Enterprise, Inc. (IDe(R)), the leading ***provider*** of integrated development chain management

(DCM) solutions, today announced that it secured \$13.25 million in venture capital funding from five firms. Led by new investor Tudor Ventures, the funding partners also include Dominion Ventures, Flagship Ventures, HarbourVest Partners LLC, and management consultants PRTM. IDe will use the funds to increase its market share with ongoing marketing and sales activities.

IDe's software is being implemented at companies such as Avaya Inc., Crompton Corporation, Donaldson Company Inc., Honeywell Automation & Controls,

MTD Products Inc., Owens Corning, and Shure Incorporated.

The IDe solution helps companies turn product strategy into product success by automating and integrating the key management activities of product

development, including idea, portfolio and pipeline, resource, project and program, process, time, and partner management, as well as management of related product development financials and reports. Real-time integrated development allows companies to maximize product throughput, increase development productivity and predictability, achieve faster time to market, and realize process excellence. IDe solutions also help companies manage corporate portfolios and enterprise initiatives beyond new product development, such as information technology, capital projects, advanced product quality planning (APQP), and Six Sigma.

Development chain management, also referred to as product portfolio management or product chain management by industry analysts, acts as the business layer of product lifecycle management (PLM). According to Kevin O'Marah, vice president of AMR Research, "Product portfolio management is emerging as one of the highest impact areas of a comprehensive PLM strategy."

This is true across industries and up and down the scale of company size." (AMR Research report, "Product Portfolio Management is About Risk Management Not Business Process," December 5, 2002)

To manage the development chain effectively, product companies need a comprehensive set of integrated capabilities. "Product development companies

that want executive teams to be able to make better product decisions should

short-list tools from vendors that offer not only core portfolio management functionality but also a combination of additional functionality such as enhanced project management and resource management functionality, idea

management and support for phase-gate product development methodologies," said

Erica Rugullies and Margo Visitacion, senior industry analysts in the Giga Information Group report "Making Sense of the Converging Portfolio Management Market," September 2002.

"Our goal is to be the standard enterprise application used to manage the business of developing products," said Rich Moore, president and CEO of IDe.

"This new financing will allow us to add new customers and to expand within our installed base at a faster rate."

"We only invest in growing companies who have a large market opportunity,"

said Bob Forlenza, managing partner for Tudor Ventures. "Our research indicates that there is a huge untapped market for solutions that help product

companies maximize their R&D investment. We are committed to help IDe increase its footprint in the market."

"As an existing investor, we are pleased to be increasing our investment in IDe," said Stephen Ricci, partner of Flagship Ventures. "In these economic times, we are cautious as to where to invest our funds. We think that IDe is a great company and positioned to exploit its lead in the market."

"Product companies need to develop new products to drive revenues," said Michael McGrath, managing partner for PRTM. "The IDe solution gives product developers a better method by which to align decision-making, balance portfolios, minimize pipeline bottlenecks, manage risk and allocate resources.

At PRTM, we see growing demand for the IDe solution, even in a slow economy."

About IDe
IDE is the leading provider of development chain management (DCM) solutions for integrated product development. With IDe's patent pending solution, companies can more profitably manage the business workflow of integrated product development(TM) and maximize their return on investment in product development. www.ide.com

About Dominion Ventures

Dominion Ventures is a venture capital company uniquely positioned to meet the needs of growing companies by providing expansion capital. Founded in 1985, Dominion Ventures was created with the goal of providing capital and value-added resources to private companies in the information technology, communications, life sciences, healthcare, and service industries. Its affiliated company, Dominion Capital Management, provides venture leasing. In the past fourteen years, Dominion and its affiliate have invested more than \$270 million in 160 companies combined. www.dominion.com

About Flagship Ventures

Founded in 1999, Flagship Ventures is an entrepreneurship and venture capital firm comprising a family of funds: OneLiberty Funds, AGTC Funds and NewcoGen Group. They currently invest from \$400 million in funds raised in 2000 and manage a total pool of committed capital approaching \$600 million. The Flagship Ventures team consists of 32 professionals focused on creating, financing and building companies in the life science, information technology and communications sectors. Complementing their internal team is an extensive

network of Advisor Partners who are actively engaged in evaluating, and often co-founding, new ventures. www.flagshipventures.com

About HarbourVest Partners

HarbourVest Partners, LLC, is a global private equity investment firm.

It was founded in 1997 to assume the business of Hancock Venture Partners, Inc., which was formed in 1982. HarbourVest is 100% owned by its twelve managing directors. HarbourVest invests in all types of private equity funds, including venture capital and leveraged buyout funds, and also directly in operating companies. HarbourVest currently manages investments in North America, South America, Europe, Asia, Australia and Africa. www.harbourvest.com

About PRTM

Pittiglio Rabin Todd & McGrath (PRTM) is the leading management consultancy to the technology industry. PRTM helps technology companies structure their strategies, their organizations, and their core business processes for competitiveness, profitability, and growth. Since its inception

in 1976, the firm has worked with over 1,000 technology companies in over 5,000 engagements worldwide. www.prtm.com

About Tudor Ventures

Tudor Ventures is the venture capital and private equity arm of Tudor Investment Corp., an internationally recognized diversified investment management firm with \$6 billion in assets. Tudor has been investing in venture capital and other private equity opportunities since the early 1990s. Over this time, Tudor and its principals have invested in over 75 companies, with a strong record of investment success, and the firm currently manages over \$500 million in capital. www.tudorventures.com

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COMPANY NAMES: Integrated Development Enterprise, Tudor Ventures, Dominion Ventures,; REAL TIME; DOMINION CAPITAL MANAGEMENT INC; DOMINION VENTURES INC; PRTM; MOEBUS; CROMPTON GROUP HOLDINGS PTY LTD; CROMPTON LTD; DONALDSON CO INC; MTD PRODUCTS INC; SHURE GROUP; SHURE AND CO INC; SHURE BROTHERS INC; SHURE CORP CO LTD; SHURE CORP LTD; GIGA INFORMATION GROUP INC; LLC CORP; HANCOCK VENTURE PARTNERS INC; JOHN HANCOCK MUTUAL LIFE INSURANCE CO I; TUDOR INVESTMENT CORP

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EVENT NAMES: COMPANY PROFILES; CORPORATE FINANCIAL DATA; CORPORATE FUNDING
; CORPORATE GROUPS AND OWNERSHIP; CORPORATE PERFORMANCE; INVESTMENT;
JOINT VENTURES; LEGAL; MANAGEMENT PROCEDURES; NEW PRODUCT DEVELOPMENT;
PATENTS AND TRADEMARKS; PRODUCTIVITY; RESEARCH AND DEVELOPMENT; STRATEGY
AND PLANNING; TECHNOLOGY DEVELOPMENT; THEORETICAL ANALYSIS

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